



**ADRIANA COUTINHO
GRADIM**

**ENSAIOS SOBRE AS DECISÕES DOS AUTO-
EXPATRIADOS**

**ESSAYS ON SELF-INITIATED EXPATRIATES'
DECISIONS**



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Dissertação apresentada à Universidade de Aveiro para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Gestão, realizada sob a orientação científica do Doutor Victor Manuel Ferreira Moutinho, Professor Auxiliar do Departamento de Economia, Gestão, Engenharia Industrial e Turismo e da Doutora Vera Teixeira Vale, Professora Auxiliar do Departamento de Economia, Gestão, Engenharia Industrial e Turismo da Universidade de Aveiro

Dedico este trabalho à minha mãe, ao meu irmão e à minha cunhada por terem estado comigo ao longo deste percurso, dando-me apoio e incentivo. A todos os amigos e familiares que fizeram comigo este percurso, obrigada por todas as horas dispensadas a apoiar, a trabalhar e a realizar sonhos. Como diria a grande Eleanor Roosevelt “the future belongs to those who believe in the beauty of their dreams.”

o júri

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palavras-chave

Auto-expatriados, ajustmento, fit, marketing interno

resumo

A discussão sobre os movimentos de expatriação tem grande importância para investigadores académicos e gestores de empresas no contexto da globalização. O objetivo deste trabalho é entender como o sucesso dos processos de expatriação depende de uma multiplicidade de fatores. Para este objetivo específico, o presente trabalho propõe-se a desenvolver um novo modelo teórico e respetivas métricas de modo a ser testado em diferentes contextos organizacionais e culturais para enriquecer a literatura na área de investigação dos auto-expatriados. Com este modelo, e a sua futura implementação em diferentes contextos, será possível comparar a forma como os recursos humanos estão a ser geridos globalmente, considerando uma perspetiva baseada no marketing interno. Adicionalmente, este trabalho ajuda a entender a forma como a mobilidade de recursos humanos está a crescer, o porquê e como distinguir diferentes percursos de carreira, tendo sugestões de como identificar auto-expatriados. Em nota final deste trabalho, estritamente teórico e baseado na extensa revisão de literatura realizada, fica a ideia de que existem uma multiplicidade de fatores que influenciam a tomada de decisão dos expatriados. Alguns deles podem ser identificáveis e mensuráveis, outros são imprevisíveis e aleatórios o que sugere uma avaliação qualitativa perante um conjunto significativo e representativo de expatriados.

keywords

Self-initiated expatriates, adjustment, fit, internal marketing

abstract

The discussion about expatriation movements has great importance for academic researchers and managers of companies in context of globalization making decisions. The purpose of this work is to understand how the success of the expatriation process depends on a multiplicity of factors. The main aim is to develop a new theoretical framework and metrics to be implemented in different organizational and cultural contexts to enrich the literature on SIE's research field. With this model and its future implementation in various contextual settings, it allows the future development of comparative studies of how human resource management has been globally conducted, considering an internal marketing perspective. Moreover, this work provide better understanding of how global mobility is increasing, why and how to distinguish career paths, suggesting how to identify SIEs. In the final note of this work, strictly theoretical and based on the extensive literature review, the idea is that there is a multiplicity of factors that influence expatriates' decision making. Some of them may be identifiable and measurable, others totally unpredictable and random, suggesting a qualitative assessment before a meaningful and representative group of expatriates.

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Abbreviations

AE – Assigned Expatriate

ANT – Actor-Network Theory

IMO – Internal Marketing Orientation

POS – Perceived Organizational Support

SIE(s) – Self-initiated Expatriate(s)

SNT – Social Network Theory

TPB – Theory of Planned Behaviour

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Chapter 1 – Introduction

1. Introduction

Most of the literature focuses on organisational expatriation, however there are now many people taking up postings on an individual basis (Shaffer, Kraimer, Chen and Bolino, 2012). With the globalization of the world, both organisations and people themselves need to adapt to new ways of living (Suutari, Tornikoski and Mäkelä, 2012). For this reason, individuals are looking for jobs beyond their home countries (Harry, Dodd and Chinyamurindi, 2019). Expatriation is now an everyday process, and growing trend, for those who want to seek new opportunities abroad (Hajro, Stahl, Clegg, and Lazarova, 2019; Shaffer, Kraimer, Chen and Bolino, 2012).

Those who accept contracts abroad for personal reasons, and are not backed by an organisation, are known as self-initiated expatriates (Selmer and Luring, 2012; Andresen, Bergdolt, Margenfeld and Dickmann, 2014). SIEs are an emerging workforce, especially in the western countries where two-thirds of the expatriates are SIEs (Thorn, 2009; Agha-Alikhani, 2018; Lindsay, Sharma and Rashad, 2019). Among the years, this type of workers is becoming more popular within the organisations, which leads the researchers to help to clarify the different forms of global mobility (Doherty, Richardson and Thorn, 2013b). The emergence of these new types of workers conduct to a global circulation of human brain talent bringing challenges to the human resource management on how differentiate international assignees (Lindsay, Sharma and Rashad, 2019).

SIEs differ from other international assignees in terms of motives, duration of the stay and adjustment (Agha-Alikhani, 2018; Doherty et al., 2013; Hussain and Deery, 2018; Selmer, Luring, Normann and Kubovcikova, 2015). Considering that SIEs base their choices mainly on individual motives, there is the need to understand all, namely the differences between the genders (Caligiuri and Cascio, 1998). It is known that male dominate the corporate world, though women have made progress in this field (Goodman, Fields and Blum, 2003; Tharenou, 2010; Kemp and Rickett, 2018). An increase of women as self-initiated expatriates is observed, providing a “new, gendered, social context for researching women’s career development” (Tharenou, 2010) to help companies understand what they need to do to attract and retain female talent (Suutari,

Tornikoski and Mäkelä, 2012; Lee *et al.*, 2017). However, women still are an underused resource as expatriates, being segregated in certain type of jobs and gender studies are needed (Haslberger, 2010). Even though these studies of gender have been suggested as new research avenue over the years, they are still scarce (Lindsay, Sharma and Rashad, 2019). Although research on SIEs is emerging, it stills needs future theoretical and empirical development (Cerdin and Selmer, 2014; Doherty et al., 2013b). That is way this work is important to be applied in different cultural and organisational contexts (Harry, Dodd and Chinyamurindi, 2019; Lindsay, Sharma and Rashad, 2019). The investigation in different contexts would help to better understand global mobility, namely SIEs and why individuals choose this career path.

2. Background to the research

The concept of self-initiated expatriation is still under construction, because of its similarities with other forms of working abroad. The main question relies on the distinction between SIEs and organisational expatriates (Andresen, Biemann, and Pattie, 2015; Suutari, Brewster, Mäkelä, Dickmann and Tornikoski, 2018) since the two types of expatriates differ in the motives to move abroad (Peltokorpi and Froese, 2009; Doherty, Dickmann and Mills, 2011; Altman and Baruch, 2012). Increased interest in the study of this phenomenon has raised awareness of SIEs as a powerful workforce in the business world (Doherty, Richardson and Thorn, 2013a). Since this form of working abroad is rising, as the nature and purpose of international assignments are becoming more complex (Cerdin and Selmer, 2014; Doherty et al., 2013a; Selmer and Lauring, 2012) understanding it plays a crucial role for organisations to know how to act in a “rapidly developing human resource market” (Cerdin and Selmer, 2014). SIEs are a crucial resource due to the globalization, the war for talent, the rise of emerging markets and the need for multicultural teams (Tung, 2016).

SIEs can be studied at three levels - individual, organizational and contextual (McKenna and Richardson, 2016). SIEs are especially motivated to take international assignments due to individual motives such as fundamental changes in their lives, work that gives them more responsibility, the possibility of working in new cultures, improve skills and gain experience (Bergh and Plessis, 2016; Farndale, Pai, Sparrow and Scullion, 2014; Myers, Inkson and Pringle, 2017; Richardson and McKenna, 2014). So, further study on “SIE’s work attitudes, job satisfaction, commitment and career orientation” is suggested (McKenna and Richardson, 2016).

SIEs are those who take the decision to live and work abroad by themselves, which is commonly associated with “freedom of choice” (Cerdin and Selmer, 2014). Most on this topic find that there is a need for a deeper understanding of this concept and the personal motives underpinning this form of mobility (Andresen, Bergdolt and Margenfeld, 2014; Ariss and Crowley-Henry, 2013; Cerdin and Selmer, 2014; Doherty et al., 2013a; McKenna and Richardson, 2016; Selmer and Luring, 2012). Authors differentiate individuals according to factors like the mode of employment, country of origin, education, skills and desire of working in a foreign country, among others (Al Ariss, 2010; Andresen, Bergdolt and Margenfeld, 2014; Ariss and Crowley-Henry, 2013; Doherty, 2013; Selmer and Luring, 2012). It is mentioned that the literature on management uses the terms “self-initiated”, “migrant” and “assigned expatriate” in an inconsistent manner (Al Ariss, 2010; Andresen, Bergdolt and Margenfeld, 2014), creating a need for more robust theoretical development (Peltokorpi and Froese, 2009; Doherty, Dickmann and Mills, 2011; Isakovic and Whitman, 2013; Tharenou, 2013).

To better understanding who can be considered a “self-initiated” we need to consider different perspectives. According to Andresen et al. (2014), the distinction between organisational expatriate (OE), self-initiated expatriate (SIE) and migrant seems to be unclear. So, to realise what make SIEs different from other forms of mobility, the authors analysed the family of SIEs, economic and personal interests and nationalities. “Migrant” is believed to be a general reference to label all people who undertake an international assignment, independently the motives. The main difference between an OE and a SIE is the proactivity, because a SIE is a person who takes the first action to move abroad, instead of being send by an organisation (Andresen, Bergdolt and Margenfeld, 2014), which is also defined as “conventional expatriate” (Nolan and Morley, 2014). Al Ariss (2010) refers that the terms “migrant” and “SIE” are usually used to describe individuals who are recognized for undertaking an international career assignment, without distinction. To find a more consistent definition, this author studied the immigrant situation in France between 2007 and 2008, because “the failure of EU to coordinate their policies of immigration is expected to reinforce the emergence of policies that are anti-immigrant” which will also have repercussions on SIEs. Findings shown that SIEs are disconnected from the macro-context of immigration, need to adapt to a different cultural context and find ways of managing the barriers in their effort to develop their careers (Al Ariss, 2010). SIEs can also be defined as individuals who usually come from developed countries, are highly educated, occupy top positions as

managers, executives or middle managers in multinationals and medium size companies, can work abroad for months or years and focus on globalization. Moreover, SIEs are often portrayed to spontaneously choose where they want to go and when they want to return to their home countries (Ariss and Crowley-Henry, 2013).

Selmer and Luring (2012) go further on their investigation and present a framework to define SIEs divided in four categories of expatriates - the Refugee, the Mercenary, the Explorer and the Architect. However, as the self-initiated expatriation is a continuous process, an individual can be designed differently over the time. It is important to retain that every type of SIE has different implications on the organisations, considering that “SIEs is not a homogeneous group” (Selmer and Luring, 2012). Cerdin and Selmer (2014), defined SIEs according to four criteria: (a) self-initiated international relocation, which depend of individual characteristic to feel free to easily relocate; (b) intentions of employment, depending of the national borders that can ease or difficult the careers; (c) intentions of stay, which should be of a short time; and (d) qualifications. Also, it is important to analyse SIE’s micro-level capabilities, such as personal characteristics, motivational drivers, qualifications, job satisfaction, career orientation (Doherty, 2013). According to this author, SIEs are individuals driven by a desire of adventure, characterized by an autonomous way of living, valuing different cultural experiences and personal learning opportunities varying with gender, location and life stage. Usually, SIEs have a strong feeling of control giving by the fact that they are the ones who choose to take the job, having a strong sense of responsibility for their own lives and success. This feeling of control places a strong influence on their motivation to adjust to the host country (Bergh and Plessis, 2016).

The growing interest on this matter is vital for organisations, because SIEs will continue to be a resource due to the greater understanding of foreign languages and acceptance of different cultures (Ariss and Crowley-Henry, 2013). But, to succeed, adjustment is necessary, being defined as the individual capability to function effectively in a different cultural and organisational setting by means of “assimilating to the environment by adopting affective, cognitive and behavioural strategies to adjust to the environment” (Bergh and Plessis, 2016). To help these individuals adjust to a host-country it is suggested that home-country organisations should develop human resource practices to help them (Fontinha *et al.*, 2018). For different types of adjustment it is necessary to develop different human resource practices that will meet the needs of an individual (Howe-Walsh and Schyns, 2010). Moreover, it is suggested that work and

personal lives need to be measured since tend to influence each other positively (Vaiman, Haslberger and Vance, 2015). Adjustment to the host-country is considered relevant for SIEs (Agha-Alikhani, 2018) as they need to adjust to a new political, social, organisational and cultural environment (Clark and Altman, 2016). In order to adjust, social and psychological support is needed (Bergh and Plessis, 2016; Egilsson and Dolles, 2017; Fu, Hsu, Shaffer and Ren, 2017) to reduce feelings of insecurity and comparison (Egilsson and Dolles, 2017), being necessary to dig more deeply on the factors that can affect SIEs' adjustment (Vijayakumar and Cunningham, 2016). The most common suggestion is the creation of social networks, in both home and host-country, composed by family, friends, colleagues and members of the host-country to help to facilitate the adjustment (Cao, Hirschi and Deller, 2012; Agha-Alikhani, 2016; Fu *et al.*, 2017; Tang, Chang and Cheng, 2017; Zhang and Rienties, 2017).

Understanding different types of SIEs is not only important for researchers but can also help organisations meet different wants and needs in order to attract human talent (Kim and Glinow, 2017). Organisations need to understand each employee and the reasons of expatriation to manage the career decisions taken during the assignment, because when SIEs "perceive their needs are supplied by the organisation" they report an increase in the adjustment (Selmer and Lauring, 2012). Additionally, a successful adjustment is frequently linked to "positive work outcomes", reducing the turnover intention (Nolan and Morley, 2014). This connection between SIE's needs and the organisation is more important to women due to the fact that females are more willing to go abroad by personal reasons than for financial motives and life change, compared to men (Doherty, 2013).

SIEs differ in terms of employer and task-related variables and individual background variables (Suutari and Brewster, 2000) such as age, gender and marital status (Tharenou, 2003; Al Ariss, 2010). Gender is an avenue for future research considering the "white men power" over leadership and management positions (Al Ariss, 2010; Valk, van Engen and van der Velde, 2014; Bullough, Moore and Kalafatoglu, 2017). The tendency is to ignore gender issues in the experience of SIEs (Ariss and Özbilgin, 2010). A clear lack of gender diversity and fairness of terms in the business world's recruitment can be observed through studies (Tharenou, 2010; Bullough, Moore and Kalafatoglu, 2017). This treatment conducted to the exclusion of women from international assignments for decades, even though women in many locations of the

world have just much probabilities for success as men (Haslberger, 2010). Although the number of women expatriates is growing, they still only represent around 20% of all expatriates (Tharenou, 2010; Shortland, 2011; Salamin and Davoine, 2015; Lee *et al.*, 2017).

Women's involvement in expatriation is superior in female-friendly sectors but significantly low in industries such as construction and engineering which are typically occupied by men (Shortland, 2009). Moreover, women are more likely to become SIEs to escape current career paths and explore new opportunities (Vance and McNulty, 2014; Andresen, Biemann and Pattie, 2015). However, women tend to need more social support in both home and host-country to help reduce barriers (Bergh and Plessis, 2016). Mentors, role models and networks are suggested as sources of support to career progression (Hatala, 2006). However, few women act as mentors and women are excluded from expatriate networks that are predominantly dominated by men (Shortland, 2014). Little has been published in the literature on women as SIEs, and gender comparison studies are even rarer, so various theoretical theories have been used to explain women's participation in international assignments (Caligiuri and Cascio, 1998; Shortland, 2009, 2011; Al-Ismail *et al.*, 2019).

To understand and support women who want to become SIEs it is essential to obtain knowledge of how to manage their international careers since women may face more internal and external barriers to their adjustment, compared with men (Bergh and Plessis, 2016). Women may face difficulties of adjustment in countries where there is a "large cultural distance." Being a woman and single could even create more barriers in societies where "women's right to property ownership is restricted" (Shortland, 2011; Bader *et al.*, 2018). Also, women's career progression is different from men (Shortland, 2014). Women initiate the process of self-expatriation to overcome their unfair treatment and to seek new career opportunities that will give them the right working conditions rather than high monetary compensation Tharenou (2010). Shortland (2009) named a group of items that can influence female participation in international assignments a) family power, b) identity, c) social capital, d) preferences, e) career paths, f) sex roles, g) statistical discrimination, h) institutional theory, among others. Doing this, the author helps organisations understand how to engage with women necessities to promote gender diversity in their organisational environment. For example, women's reception in a host male country can be even more difficult, due to social and societal norms, depending on the country's acceptance of women as

organisational members (Shortland, 2009). The findings have shown that women as SIEs experienced additional penalisation due to ethnic identity conflicts at work (Al Ariss, 2010).

Considering that women face additional difficulties in international assignments, role models can help women in their career progression and adjustment. However, female role models are still in a low number - as women did not see themselves as role models and are not supported by their organisation, women expatriates do not perceive female expatriates as relevant role models to their international assignment (Shortland, 2014). Although men dominate the expatriation process, multinationals are suffering pressure to hire female talent, which leads to the need to understand the most important necessities from each gender (Lee *et al.*, 2017). Creating industries more attractive for women can break with the traditional management practice (Shortland, 2009). As expatriates, women feel that they have fewer available opportunities than men. The development of a network through which women could contact others to talk about different scenarios would be a positive step (Shortland, 2011). Building a network with others who had undertaken an international assignment was considered necessary by future expatriates for them to understand the process. However, "women need to earn recognition before they can fully enter networking arrangements on similar terms to men" (Shortland, 2011). The author enhances that "in respect of network for female expatriates" the research is quite limited.

As stated above, there are fewer women in top managerial positions, explained by the stereotyping of women as "untrustworthy" managers and the perceived status as "homemakers" (Shortland, 2009). This is an example of a gender stereotype that is common and can limit a women success (Caligiuri and Cascio, 1998). However stereotypes can be changed through the performance (Caligiuri and Cascio, 1998; Shortland, 2014). Organisations need to create innovative management tools to help women balance their life and work, to succeed, in both areas, because "until women's participation rises, and these social structures feminise, the male standard remains the norm." (Shortland, 2009). The use of women in international assignments would be valuable for organisations operating abroad since skilled human talent with a wide range of interpersonal characteristics is needed (Caligiuri and Cascio, 1998; Ceric and Crawford, 2016).

Even though studies about gender comparison of SIEs have been developed, and shown that women can adjust as better or as well as men (Haslberger, 2010), women are still

facing additional barriers and diverse forms of discrimination in the “work and non-work” environments (Salamin and Davoine, 2015). Women were found to better adjust with host nationals and reported higher levels of work adjustment relatively to men. Also, women are expected to face more barriers in the host country, which can turn into a positive aspect, because when moving abroad they can be better prepared to deal with those barriers (Caligiuri and Cascio, 1998; Haslberger, 2010). Companies who do not consider women as capable as men are losing high-value talents. Due to this, companies are now shifting their ways of thinking and are recruiting more women for international assignments (Shortland, 2009; Tharenou, 2010; Vance and McNulty, 2014; Salamin and Davoine, 2015). However, the participation of women can be compromised due to harassment. Findings have shown that female expatriates face more workplace harassment than men, "some of them reporting explicit experiences of sexual harassment," which have a direct negative impact on job satisfaction and career success, leading to lower commitment and higher turnover intentions (Bader *et al.*, 2018). Workplace harassment is more likely to happen in host countries with high levels of institutional gender discrimination. For example, in China, women "are often expected to go out drinking with business clients or supervisors and to put up with flirting attempts and unwanted sexual advances" (Bader *et al.*, 2018). Even though women are more vulnerable to face discrimination, in some cultures people see the female expatriate first as a foreigner and then as a woman that was sent by her company which means she is capable (Caligiuri and Cascio, 1998; Haslberger, 2010). Organisations should attract female SIEs and help them prove their competence because working in a workplace of inclusion create more opportunities to grow and get to know one another, no matter the gender (Bader *et al.*, 2018). However, support of women in international assignments, and especially when they are SIEs is still an emerging area (Harry, Dodd and Chinyamurindi, 2019).

As new ways to manage SIEs are needed, marketing can act as an innovative tool, considering an internal marketing perspective. The marketing mix (the 4 P's) has been dominating the marketing research among the decades but new approaches have emerged due to the globalisation of business which leads to organisations implementing new ways to interact with their customers - extern and internally (Grönroos, 1994; Ballantyne, 2000). Relationship marketing appears as the new approach to managing relationships, which are long-term by nature and consist of interactions between

individuals (Grönroos, 1994, 1995; Gummesson, 2008, page 5). Although it is understood as a new concept, relationship marketing is as old as the nature of the business and the relationships have been the core of business a long time (Ballantyne, 2000; Gummesson, 2008, page 15). So, in today's business world, a firm can choose to implement a more transactional or relational strategy (Ballantyne, 2000), that will influence the level of interdependency between members and departments (Grönroos, 1995). Relationship marketing has emerged from the service and industrial marketing research areas and lead to concepts as promise, trust, relationships building, maintenance and enhancement and belief (Grönroos, 1994; Gummesson, 2008, page 17). There is a need to focus on the stakeholders – customers, employees, partners, suppliers, among others. Whereby the workforce is one of the groups that need more considerable attention (Ozuem, Limb and Lancaster, 2018). Due to its nature, relationship marketing is expected to be used as a new approach to manage problems in the organisation, with an internal orientation to reflect the necessities of the today's markets (Grönroos, 1994; Gummesson, 2008, page 28).

Companies are investing in the creation of social networks of support to benefit the adjustment and performance of individuals (Bergh and Plessis, 2016; Fu et al., 2017; McKenna and Richardson, 2016; Richardson and McKenna, 2014). Due to this, internal marketing can be used to attract and retain talent (Tang, Chang and Cheng, 2017). Internal marketing can help organisations to satisfy the needs and wants of the employees who, in return, will provide a better service to the customer (Grönroos, 1994; Lings, 2004; Lings and Greenley, 2005). The support an organisation gives to its employees, in home and host-countries, will influence the choice of a SIE (Bjerregaard, 2014). Although internal marketing has been discussed in the marketing research area, there is not a precise definition, which leads to a problem when implementing strategies (Lings, 2004; Lings and Greenley, 2005; Ozuem, Limb and Lancaster, 2018). In its core, internal marketing relies on the development of healthy relationships with the employees, giving the motivation to promote the engagement and the participation of these in the decisions of the company through suggestions and new ideas (Remondes, 2011, page 36). This concept has been frequently accepted as related to human resource management practices having internal and external consequences for the organisation (Lings and Greenley, 2005). However, it goes further than this. Internal marketing uses marketing perspectives as a way to manage organisation's workforces in order to help

to achieve external organisational objectives, at the same time that an affective relationship between the parties is developed (Lings and Greenley, 2005; Edo *et al.*, 2015; Tang, Chang and Cheng, 2017). So there are differences between human resource management and internal marketing practices that need to be studied (Edo *et al.*, 2015). The effective management of employees, satisfying their wants and needs, can help organisations to gain and maintain a competitive advantage (Lings, 2004; Ozuem, Limb and Lancaster, 2018). There are different motivate factors that can help to retain employees, such as rewards, social support, select the right person for the job, engage the individuals in the decisions and make them feel necessary for the job they have (Ozuem, Limb and Lancaster, 2018). A segmentation of the internal market can be done, considering “important attributes of jobs; satisfaction of employees with their working conditions; the internal and external factors that influence employee satisfaction and the external market” (Lings, 2004). Internal communication is defined as the interaction between organisations and employees through institutional communication and marketing communication tools (Remondes, 2011, page 31). Managers can effectively influence employees' behaviour if they treat and "sell" jobs like products to their internal customers (Ballantyne, 2000; Lings, 2004; Lings and Greenley, 2005). The strength of the internal marketing strategy will depend on the trust of the employees and being trustworthy (Ballantyne, 2000).

From the perspective of internal marketing emerges the concept of internal marketing orientation (IMO) which fundamental idea is to conceptualise the changes between employees and organisations (Lings and Greenley, 2005; Modi and Sahi, 2018). In its nature, IMO involves meeting the needs and wants of the employees within an organisation, creating strategies to satisfy those wants, needs, aspirations and problems (Lings and Greenley, 2005; Modi and Sahi, 2018) in order to employees to feel that management takes them into consideration (Edo *et al.*, 2015). IMO helps organisations understand their employees bringing more significant organisational commitment, developing team spirit and reducing turnover, shifting the market-orientation to the internal customers (Modi and Sahi, 2018). Considering this, there is a need to generate information identifying what type of information and how that information should be generated, varying according to the level of communication existing in the organisation (Lings, 2004; Lings and Greenley, 2005). When managers have this IMO, it is possible to impact the attitudes and behaviours of the employees (Lings and Greenley, 2005) and

in the literature, it is suggested that IMO has a "direct, positive and significant" impact on an employee's organisational commitment (Edo *et al.*, 2015). Also, IMO has a direct influence on employees outcomes which will maximize the organisational performance through the creation of a culture of learning, innovation and continuous growth (Modi and Sahi, 2018; Remondes, 2011, page 52).

Moreover, IMO promotes integration between marketing and human resource management's departments; areas that should work together to help to establish strong relationships between the parties (Edo *et al.*, 2015). However, creating IMO strategies is expensive in terms of monetary and management resources. So, an organisation will only develop these strategies if there is a profit from the investment (Modi and Sahi, 2018). With the use of new technologies, these costs can be reduced, promoting communication via email, mobile phone applications and internet (Remondes, 2011, page 192).

Only one article was found which related SIEs and internal marketing (Tang, Chang and Cheng, 2017). This suggests that there exists a clear gap to future research. SIEs are individuals who have a strong tendency to switch between organisations, taking knowledge with them. In a constantly changing business world, knowledge is a core competency to keep competitive advantage (Tang, Chang and Cheng, 2017). In order to retain SIEs and the knowledge there is a need to understand how internal marketing can be used to encourage knowledge sharing – ways to generate and make new knowledge circulate (Ballantyne, 2000) - within an organisation, since the knowledge acquisition seems to be more difficult to these individuals (Tang, Chang and Cheng, 2017). Internal marketing can have a direct impact reinforce knowledge sharing since, as mentioned above, SIEs are individuals who by themselves pursuit new opportunities and have to adapt to new cultures, internal marketing, and knowledge-sharing can act as ways to attract and retain these individuals, in a constantly changing business environment (Ozuem, Limb and Lancaster, 2018) enhancing their work adjustment (Tang, Chang and Cheng, 2017). Organisations need to clearly understand the reason why SIEs have chosen that job and set real goals which relate to SIEs' expectations to reduce their intention to leave (Tang, Chang and Cheng, 2017).

3. Theories

For the support of the conceptual model, there is the need to consider some theories. However, in this field, there is a lack of theoretical support leading to the implementation of other backgrounds' approaches (Tharenou, 2010). To sustain the research, authors used theories from different study areas such as social network theory, social learning theory, career theory, the theory of planned behaviour and human capital theory (Cao, Hirschi and Deller, 2014; Doherty, 2013; Selmer and Luring, 2012). Since the study of SIEs is a new and emerging area, it gives space for the researchers to use different approaches. For the aim of this work, the theory of planned behaviour and the social network theory were the chosen theories, being the ones that more support the research.

3.1 Theory of planned behaviour

Although explaining individual behaviour is a complex process, the theory of planned behaviour (TPB) is able to predict behaviour intentions, using three psychological factors - attitudes towards the behaviour, subjective norms and perceived behavioural control to predict behavioural intentions (Ajzen, 1991; López-Mosquera, 2016), shaping psychological theorising (Sniehotta, Presseau and Araújo-Soares, 2014). Over the years, this theory has become one of the most influential models for predicting and explaining human behaviour (Ajzen, 2002, 2011). Even though there are general factors that can help predict human behaviour, an individual's behaviour depends on the "occasion, situation and action being observed" (Ajzen, 1991). According to TPB, human behaviour can be guided by three variables:

- 1) behavioural beliefs– beliefs about the consequences and other attributes of behaviour which are expected to influence attitudes toward the behaviour;
- 2) normative beliefs - beliefs about other's behaviour, responsible for determinate the subjective norms;
- 3) control beliefs - beliefs about the presence of factors that can positively or negatively influence behaviour, the perceived behavioural control basis.

Each belief is trusted to connect a situation to a specific behaviour, which results in different outcomes and intentions (Ajzen, 1991, 2002, 2011). According to the TPB when an individual has a positive attitude towards the behaviour, is giving support by people of importance and who think they can actively participate, the individual is more likely to carry out the behaviour of interest (López-Mosquera, 2016). An individual's

intention to perform a behaviour is the central factor in TPB, considering that represents the effort a person is planning to apply in each task, which differs from one to another (Ajzen, 2011). Commonly, "the more favourable the attitude and subjective norm concerning behaviour, and the greater the perceived behavioural control, the stronger should be an individual's intentions to perform the behaviour" (Ajzen, 1991).

Even though the TPB suggests that behaviour is influenced mainly by motivational reasons, availability of opportunities and resources are also important factors to predict a response the perceived self-efficacy - refers to the idea of an individual of how well he/she can deal with a specific situation - can strongly influence the behaviour of a person, including choices of career paths (Ajzen, 1991). Perceived behavioural control was also added to help deal with situations where individuals could lack complete control over the behaviour of interest. Perceived self-efficacy and perceived behavioural control are different constructs because the last one focuses on the ability to perform a particular behaviour, and the first focuses on the individual's belief of capabilities to perform a behaviour (Ajzen, 2002). The TPB affirms that the performance of a response comes from the interaction between an individual's intentions and his perceived behavioural control. However, it is suggested that to study human behaviour the variables should remain stable between their assessment and observation of the behaviour. Additionally, if the circumstances obligate an individual to give up of all control, intentions should be enough to predict the behaviour (Ajzen, 1991). Since intentions can be a poor predictor, especially in short periods, it is suggested that additional variables could be added to the TPB (Ajzen, 2011). Past behaviour has been considered the principal predictor of future behaviour as it represents a reliable source of information about the behavioural control of a person over past experiences. However, this should not turn into a habitual predictor of behaviour since the same situation in the past can, in the future, result in different outcomes, considering internal and external factors (Ajzen, 1991, 2011). The TPB has been used to discriminate behaviours on a gender basis as it has been considered one of the strongest predictors of behaviour, taking into account that women and men have different interests and needs (López-Mosquera, 2016).

Although popular and widely used, this theory has limitations. There are internal and external causes that can influence positively or negatively the human behaviour and the perceived behavioural control over a situation (Ajzen, 2011). If the perceived behavioural control can be influenced, it will also vary the intentions and actions of an

individual (Ajzen, 2002). Another critic to this theory is that it is considered "too rational", weakening affective and emotional factors (Ajzen, 2011). Concerning women as SIEs, as it is an individual choice, variables of predicting own behaviour according to each gender could be added; also, explore impulsivity and the willingness of individuals (Ajzen, 2011). The utility of TPB has been questioned because the theory needs to change and extend to "help people change their behaviour and to help those who design and deliver interventions to help people to do so" (Sniehotta, Presseau and Araújo-Soares, 2014). More authors find some critics to the TPB, namely its validity.

Although intentions can be a strong or weak predictor of behaviour (Ajzen, 1991, 2002), beliefs are often stronger predictors than intentions (Sniehotta, Presseau and Araújo-Soares, 2014). So, the use of this theory must be carefully managed considering the context in which it is implemented.

3.2 Social network theory

Social network theory (SNT) can be used as a methodology to measure social structures and environments within individuals' function, having begun in the early 1930s (Dunn, 1987). A social network can be defined as a "group of people, actors, with some pattern of interaction between them." It states that individuals of a network and their actions are interdependent – "they do not necessarily act alone or in isolation." As the interactions between individuals in a network represent the "flow of information" it is of high importance for those within a network to know their value (Hatala, 2006).

SNT explains the structured relations between individuals who create, use and disseminate different types of knowledge. This theory makes four assumptions:

- 1) knowledge is created by connections between people and not by individual attributes;
- 2) relations are structured;
- 3) structuring relationships involves behavioural properties such as frequency and direct contact and cognitive properties such as beliefs;
- 4) these relations don't depend on an individual's intrinsic properties, because they result from the interactions between people (Dunn, 1987).

With the globalisation and the rapid technological growth, new technologies can be used to explore new opportunities for the social network theory, facilitating the contact

between organisational members and families, for those who accept international assignments (Liu *et al.*, 2017). The use of a social network is of high importance since its lack of support can lead to superior difficulties in adapting to a new culture (Harry, Dodd and Chinyamurindi, 2019). A social network can help to explain how individuals are embedded in communication structures that allows to facilitate geographical distances (Dunn, 1987). When forming those social networks, it is important to consider the members and their positions on the hierarchy. Network cohesion moderates the influence of interpersonal networks, but “personal influence grows stronger within more cohesive social networks” (Liu *et al.*, 2017).

The creation of social networks is of great importance for SIEs since the expatriate social network will not only affect them directly but will also affect other cultural, organisational and personal factors, influencing the psychological well-being of SIEs (Wang, 2002). SIEs play a proactive role in shaping their cultural identity as a function of the social network to which they belong while working abroad (Mao and Shen, 2015). However, this is “an under-emphasized area in expatriate literature” (Wang, 2002). The strength of the relationships with host-country members can affect the power of home-country relationships (Mao and Shen, 2015). Many circumstances will affect a SIE adjustment to a host-country, but the social influence plays a vital role in this adaptation, because we, as humans, are always establishing social relationships. Because SIEs are individuals who decide independently to take international assignments, their proactivity will be reflected in their social networks – “personal networks with different structural characteristics will provide different kinds of social support.” When developing a social network there are four main characteristics that need to be taken into consideration:

- 1) diversity - to what extent there is social heterogeneity in the social network, including home and host country members, which can provide the “impetus for a cultural identity change”(Mao and Shen, 2015);
- 2) density - the ratio between actual and possible ties in the network;
- 3) closeness - the intensity of the relationship, divided in strong and weak ties which can lead to different types of experiences and access to information and
- 4) frequency - the number of times that the expatriate meets the other social network's members.

3.3 Actor-Network Theory

When establishing these social networks, it is essential to consider the psychological well-being of SIEs, because this is a critical factor for predicting the adjustment to a foreign country and a factor that can be easily negatively influenced (Wang, 2002). When a person goes to work abroad, as a SIE, there are unique challenges of adaptation and adjustment since "the bigger the network, the stronger is the impact of cultural diversity on cultural identity change" (Mao and Shen, 2015).

Since SIEs are motivated for specific intentions, it is important to analyse the individual behaviour, defined as "a reflection of the environment". Due to this, the relations on a network need to be examined because those relationships have an impact on the "individual's behaviour to the work environment" (Caligiuri and Cascio, 1998; Hatala, 2006).

As mentioned above, the study of SIE is a new emerging phenomenon in the expatriate research. Although there is a necessity of achieving a definition of who can turn into a SIE, it is difficult to achieve that definition. This happens because "research in the field remains emergent and largely instrumental" and because "mobility is fluid, dynamic and varied" (McKenna and Richardson, 2016). Even though this is an emerging area of research it is obvious that, as humans, SIEs will always be within a network. Actor-network theory offers a way of analyse the actors in a network and through their performance offer new alternatives to understand mobility (McKenna and Richardson, 2016). This is a distinctive theory which mentions that networks are heterogeneous and "society and organisations would not exist if they were simply social" (Law, 1992) which had its origins in science, social and technology research areas (Alcadipani and Hassard, 2010; Awa, Ukoha and Eke, 2016; Manning, 2002). Mobility is a fluid and dynamic phenomenon which implies that those who research in this area have to keep an open-mind and understand that social life is always changing and that social life is performed through a group of ties between actors whom create the notion of "society" (Law, 1992; McKenna and Richardson, 2016a). ANT appears as a solution, helping to understand how humans and non-humans interact within a network (Rydin, 2012; McKenna and Richardson, 2016a), seeing all elements as having capacity to act (Manning, 2002) and not limiting actors to humans (Awa, Ukoha and Eke, 2016). ANT places the question if humans are that different to non-humans because humans are not

always actors and non-humans can be more than intermediates (Murdoch, 1998). It is argued that non-humans elements can play the same role as human actors, facilitating the social life (Awa, Ukoha and Eke, 2016). Non-humans can be identified as a condition to the existence of human society, as mediators, as members of moral and political associations and as gatherings (Sayes, 2014). ANT, simply defined is “the establishment of links in networks” (Murdoch, 1998). One specific point of any geographically mobile person is that the network is different from one to another, because the reality of mobility, as it is a fluid and dynamic phenomenon, differs “between and within networks.” (McKenna and Richardson, 2016).

ANT concerns about ordering, which means that what it is today is constantly changing and what it is for one individual cannot be the same to others (McKenna and Richardson, 2016; Murdoch, 1998). As actors engage in this process of ordering, they also coordinate, which will happen more often to SIEs as they are responsible for themselves and their networks, in order to keep the social mobility (McKenna and Richardson, 2016). ANT implies that there is better to study the interactions between humans and non-humans within a network than to try to purely define who can be a SIE because those interactions are the ones who will impact in their performance (McKenna and Richardson, 2016). Because, although SIEs are individuals who independently move abroad, they also are in a network. As ANT suggests “nobody acts alone”, which means that “life is an ongoing accomplishment” (McKenna and Richardson, 2016). So, ANT concerns about the networks (Murdoch, 1998) and how links are created (Rydin, 2012).

ANT has three main assumptions:

- 1) a heterogeneous network, which suggests that networks are composed by human and non-human actors such as machines, animals, money, etc (Manning, 2002; Sayes, 2014), making things happen (Alcadipani and Hassard, 2010). The network heterogeneity involves technological, social, economic and political aspects (Rydin, 2012). ANT argues that it is this heterogeneity within a network that make social life possible, because all interactions are mediated through subjects and objects, shaping it (Law, 1992; Murdoch, 1998). Law (1992) goes further and argues that human beings by themselves do not have the capacity to form a social network - the interactions between them and other materials are what form the network. Also, this interaction with non-humans elements limit the human actors action (Manning, 2002). Is the network heterogeneity that makes relations durable through space (Murdoch, 1998);

2) network consolidation, which refers to the collective used to identify networks and how the human and non-human actors interact to consolidate the relations (Law, 1992; Murdoch, 1998). It is this interaction that allows relations to “remain stable across space” (Murdoch, 1998). This is important because realities are always changing – “they are shaped, enacted and contested” (Alcadipani and Hassard, 2010);

3) network ordering - studying SIEs, it is important to understand how to order through space, exploring materials and ways of communicate, because space and places are a mixture of relations of some sort (Law, 1992; Murdoch, 1998). Taking this in consideration, a network can be seen to “extend across space and time” (Manning, 2002). According to the materials used and the relations established, each network will traces its own path, depending on the ability that actors have to act (Murdoch, 1998).

There are four made critics made to ANT: it offers a narrow analysis of social structures; neglects political and moral aspects; do not clearly distinguish between human and non-human elements; do not have capacity to follow organisations in the network analysis (Alcadipani and Hassard, 2010).

However, ANT, a controversial social theory (Rydin, 2012; Sayes, 2014), is an alternative and innovative way to study SIEs because it leaves space to study fluidity, ambivalence and dynamism, inherent mobility characteristics (Murdoch, 1998) helping to clarify how relationships are “forged, negotiated and maintained” (Rydin, 2012). This theory do not offers a general solution (Alcadipani and Hassard, 2010), but helps to understand which elements can work together, the strength of the ties, the power structures, the actions that may happen and how space can be ordered (Murdoch, 1998; Manning, 2002), combining theories and concepts to understand the social life (Awa, Ukoha and Eke, 2016). Additionally, ANT focus on how the social relations are performed instead of how they are perceived (Manning, 2002) and is suitable to understand a world in transformation in terms of technology and environmental changes (Rydin, 2012).

4. Research method

The research was divided into two parts and followed a purely qualitative investigation approach. For the first part, a systematic literature review of all the articles available on the theme was conducted. Moreover, articles that related SIEs with the theories suggested were also studied. The literature review made it possible to conclude that this

is a new research area that needs more theoretical and empirical development, as indicated by previous authors (Cerdin and Selmer, 2014; Doherty, 2013; Tharenou, 2015). To better gather the information a pilot datasheet was developed. From this sheet, the second part of the work emerged, which was the development of a conceptual model and metrics to apply in different organisational and cultural contexts. Moreover, in this stage, the articles used to explain hypothesis and variables were the ones mostly used in SIE's literature.

5. Research objectives

This work aims to help to explain SIEs' decisions better considering an internal marketing perspective as a new way to manage them. Considering that this is a new research field, a more general approach was followed. So, the present thesis aims to help to explain:

- Which is state of the art on SIEs?
- Who can become a SIE?
- How can internal marketing help to manage SIEs?
- Are there gender differences in today's business world relating to SIEs?

6. Structure of the thesis

This thesis is structured in 2 essays that follow a sequence. Accordingly, the structured is the following one: Chapter 2 refers to the essay number 1 “Self-initiated expatriates: the emerging workforce: a systematic literature review”¹ and Chapter 3 includes the essay number 2 “Why adjustment and fit determinants support self-initiated expatriates' decision? A new integrative conceptual approach through internal marketing dimensions.”²

Since the essays are related, some information can be repeated. To end, a conclusion of the work developed is presented which presented a summary of the essays and its main contributions. Limitations and indications for future research approaches are also suggested.

¹ Submitted to the Journal of Global Mobility

² Submitted to the European Management Review

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Chapter 2 – Self-initiated expatriates: the emerging workforce

A systematic literature review

Abstract

Self-initiated expatriation is an emerging area, in both organisational and academic fields. The academic interest in the study of this topic started in the 2000s and is still an undefined research area. To help clarify some doubts about who can become a SIE, this article provides a systematic literature review. The purpose of this paper is to analyse when SIE's research has been published, what theories, if there any, have been used and how the research has been conducted over the years. A systematic review of articles using Scopus and ISI Web of Knowledge was undertaken. "Self-initiated expatriates" was the keyword used and articles were limited to business and management research area. Only articles referring to this term and with access were included. After the screening, taking into consideration the criteria used, a total of 104 articles were analysed. The use of only these articles was a limitation as well as the similarities of results finding between them. SIEs are a new workforce and research area that need further theoretical development and investigation.

In conclusion, researchers need to leave their comfort zones and find new and innovative ways of exploring this topic to fully understand it. In practice, organisations should connect more with scholars to help them define what it means to be a SIE and to create new and different human resource management practices to attract and retain global talent. The findings of this paper are significant because it gives many possibilities for future research with the use of different perspectives.

Keywords: self-initiated expatriates, systematic literature review, organisations, individuals, gender, motives

1. Introduction

Self-initiated expatriates are an emerging workforce with the changing of the business environment (Agha-Alikhani, 2018; Thorn, 2009). Over the years, this type of workers is becoming more popular within the organisations, which leads the researchers to help to clarify the different forms of global mobility (Doherty, Richardson and Thorn, 2013). The management of a worldwide career can be understood as a "collection of social exchanges, within an international context, which follows an individual's logic of

career" (Suutari, Tornikoski and Mäkelä, 2012). Most of the literature about expatriation processes focus on organisational expatriation. However, there are now many people taking up postings on an individual basis (Shaffer et al., 2012). Those who accept contracts abroad for personal reasons, and are not backed by an organisation, are known as self-initiated expatriates (Selmer and Luring, 2012; Andresen, Bergdolt, Margenfeld and Dickmann, 2014), who are an emerging workforce (Thorn, 2009; Vaiman and Haslberger, 2013, page 1; Agha-Alikhani, 2018). Increased interest in the study of this phenomenon has raised awareness of SIEs as a powerful workforce in the growing globality of the business world (Doherty, Richardson and Thorn, 2013a). This popularity is rising, considering that the nature and purpose of international assignments are becoming more complex as a result of globalisation (Selmer and Luring, 2012; Doherty, Richardson and Thorn, 2013a; Cerdin and Selmer, 2014). However, the concept of self-initiated expatriation is still under construction. Because of its similarities with other forms of working abroad, there is still confusion on how to define and identify those who follow this career path. The distinction between assigned expatriate (AE), self-initiated expatriate (SIE) and migrant seem to be unclear. Andresen, Bergdolt and Margenfeld (2014) refer that the terms "migrant" and "SIE" are usually used to describe individuals who are recognized for undertaking an international career assignment, without distinction. Selmer and Luring (2012) go further on their investigation and present four categories of expatriates (the Refugee, the Mercenary, the Explorer and the Architect) relating outcome control and behavioural intentions. In summary, the Refugee is motivated by life changes; the Mercenary for financial reasons; a desire of adventure and travelling drives the Explorer; and, finally, the Architect is the one who desires to build a successful career.

As is can be seen, different authors have different opinions and visions about who these individuals are. However, as the self-initiated expatriation is a continuous process, an individual can be designed differently over time (Selmer and Luring, 2012). Therefore, what is notorious is that the literature has not reached a proper and stable definition. Through the review of all the papers, eligible to produce this article, it was possible to define research questions that are the most common suggestions for future research. So, this systematic literature review aims to analyse what is the current state of literature about SIEs as well help to clarify how SIEs differ from other forms of international mobility.

Additionally, this paper aims to go further and help to understand if there is a gender differentiation among SIEs as well as what is being done by the organisations to manage this workforce. Considering the previously mentioned the first research question emerges:

Research Question 1: What is the definition for self-initiated expatriates?

SIEs can be studied at three levels - individual, organisational and contextual (McKenna and Richardson, 2016). For this paper, the focus will be on the individual and the organisational levels. Although investigation has been carried over the years, and new approaches are emerging, there is some confusion in the area since SIEs differ from other international assignees in terms of motives, duration of the stay and adjustment, among other reasons (Doherty, Richardson and Thorn, 2013b; Selmer *et al.*, 2015; Agha-Alikhani, 2018; Hussain and Deery, 2018). If the organisations tried to make an effort to understand the different types of SIEs, their needs and wants, it could help to attract and retain this talent (Kim, Kwoon Halliday, Cynthia Saldanha Zhao, Yue Wang, Chen Glinow, 2018). However, to do that it is necessary to consider that different individual have different motives to take international assignments which are not entirely defined (Myers, Inkson and Pringle, 2017; Ridgway and Robson, 2018). Thus, the paper suggests:

Research Question 2: What motivates individuals to become SIEs, in the organisational context?

This literature review aims to analyse what is the current state of literature about SIEs and help to clarify how SIEs differ from other forms of international mobility. Beyond, this paper aims to contribute to understanding if there is a gender differentiation among SIEs since it is suggested that future studies on the role of gender are necessary (Makkonen, 2015b). Moreover, it has been argued that there is an evident lack of gender diversity and fairness of terms in the business world's recruitment of board members and international career staff (Tharenou, 2010). This situation occurs considering that women tend to perform better than men and are easily related as being SIEs, but are still in low number in a business male-dominated world (Rodriguez and Scurry, 2014; Valk, van Engen and van der Velde, 2014; Vance and McNulty, 2014). Additionally, although the number of women expatriates is growing, they still only represent around 20% of all expatriates (Tharenou, 2010; Shortland, 2011; Salamin and Davoine, 2015; Lee *et al.*,

2017). Women's involvement in expatriation is superior in female-friendly sectors but significantly low in industries such as construction and engineering which are typically occupied by men (Shortland, 2009). Thus, this paper aims to answer the following question:

Research Question 3: Are there differences between genders among SIEs?

Although SIEs are a high personal-motivated group, they still depend on the organisational context (Selmer *et al.*, 2015). However, organisations are facing internal and external challenges to understand these individuals and retain talent (Bergh and Plessis, 2016; Hussain and Deery, 2018). Through internal marketing, companies can create new and innovative ways to interact with their employees (Tang, Chang and Cheng, 2017), but it is necessary to understand what organisations need to improve. So, understanding this form of mobility plays a crucial role for organisations for them to know how to act in a "rapidly developing human resource market" (Cerdin and Selmer, 2014). Organisations need to understand each person and to efficiently manage the career decisions that are taken during the assignment (Selmer and Lauring, 2012). Thus, the following research question was developed:

Research Question 4: What is being done by organisations to manage SIEs?

This article is then structured as follow. First, the methodology and the protocol for this systematic literature review are detailed. Second, the principal results from the articles are present. Third, there is a discussion of the principal findings, the limitations of the study and avenue for future research. Finally, a global synthesis of the work developed is offered.

2. Research protocol and methodology: some details

Note that the search protocol is dated. Specifically, it was implemented on November 6th, 2018 using Scopus and ISI Web of Knowledge. In both databases, the same following protocol was implemented. First, the goal was to compare theories and the main topic. However, TOPIC: ("self-initiated expatriates") AND TOPIC: ("theory of planned behaviour") OR TOPIC: ("self-initiated expatriates") AND TOPIC: ("social network theory") gave very few results. Thus, we decided to focus on the TOPIC: ("self-initiated expatriates") with 221 articles acknowledged. Since it is a new research area, no temporal limit was defined. Still, articles were limited by the area of

investigation, in this case, business and management, only articles in English were included, and the called "grey literature" was excluded. This approach attempted to mapping of the landscape and boundary of knowledge by counting and charting what is known versus what needs to be known. To continue the screening, the PRISMA method Protocols 2015 Checklist, a new and innovative research tool, used in the medical research area, helped to reduce risks of bias (Liberati *et al.*, 2009). Also, Saunders, Lewis and Thornhill (2015) article were used to help to produce this paper. In combination, these acted as a valuable and precious tool in establishing the relations between all the articles and the information we sought. Records were then screened through title and abstract, excluding those who did not relate with the main TOPIC, giving a total of 109 articles. Moreover, five articles with no availability were excluded, giving a final number of 104 articles analysed.

Moreover, a pilot data extraction sheet was developed to gather all the information necessary to produce this article (e.g., year, authors, title, abstract, methods, variables, findings, future research). One review author extracted the articles; other was responsible for extracting all the data from it to develop the sheet and all the authors reviewed the paper to reduce the risk of bias and suggest different paths of action. The articles were analysed considering the research questions, the results of each study and future research suggestions. While extracting the information, duplicates were kept since only one article was in this situation. From the database research, it is possible to conclude that this is an emerging research area since the first article was published in 2000 (Suutari and Brewster, 2000). For this investigation a table of the main variables used help to explain better future research avenue and the reason why the research questions were chosen. To a more robust research, a new search on Scopus and ISIS Web of Knowledge was conducted to sought for recent articles.

Year	Name of the Journal	Authors	Application Context	Variables	Methods	Sample
2019	Human Resource Management Journal	Hajro, Aida; Stahl, Günter K.; Clegg, Callen C.; Lazarova, Mila B.	No Reference	Society (cultural distance, immigration policies, host-country ethnocentrism), Individual (cross-cultural competencies, personality traits, motivation to migrate), Organisation (HRM practices, organisational and social support, climate for inclusion), Coping effectiveness (emotion and problem-focused), Acculturation modes (integrations, separation, assimilation, marginalisation),	Database research	No Reference

				Integration success (subjective or objective, personal/family life or workplace/career domain)		
2019	Journal of Global Mobility – The Home of Expatriate Management Research	Farcas, Diana; Gonçalves, Marta	Study of Portuguese SIEs who move to the UK, since its geographic and historic proximity to Portugal, local language, and better career opportunities	Dimensions of cross-cultural adaptation (cultural, emotional, social, practical and work adaptation), Determinants of cross-cultural adaptation (personal, interpersonal and societal determinants), moderators	Qualitative research: in-depth interviews	18 Portuguese emerging adult SIEs between ages of 24 and 29
2019	International Journal of Cross-cultural management	Ramalu, S. S.; Subramaniam, C.	Study of self-initiated academic expatriates in Malaysian universities	Cultural intelligence; work engagement (vigor, dedication, absorption); psychological needs satisfaction	Quantitative research: questionnaires via email	Final sample of 152 usable questionnaires for analysis of the 477 questionnaires distributed. The respondents included 77.6% males and 22.4% females
2019	Employee Relations: The international journal	Linder, Christian	Study of expatriates in China due to its economic growth	Job performance; career satisfaction; boundaryless career; organisational embeddedness	Qualitative research: interviews. Quantitative research: questionnaires	Final sample of 98 managers and 165 expatriates. Out of the 165 participating expatriates, 125 were men (76%) and 44 were women (24%)
2019	Gender in Management: an international journal	Al-Ismail, Saham; Carmichael, Fiona; Duberley, Joanne	This study reports on the experiences of women working in hotels in two Arab countries: the Kingdom of Saudi Arabia (KSA) and the United Arab Emirates (UAE) since female labour force participation is higher in UAE (40.9%) and the tourism industry is also fast growing	Demographics: age, marital status, caring responsibilities, nationality. Barriers to find work; problems in home life; motivation for work; job satisfaction;	Quantitative research: questionnaire	Final sample of 385 women. The sample is relatively young (77.40% < 29) mainly single and therefore unsurprisingly the majority do not have children. However, just under a third (32.99%) have caring responsibilities for either a child or an adult
2019	Thunderbird International Business Review	van Bakel, Marian; Salzbrenner, Susan	Study of sport expatriates since there is a gap on the literature considering these individuals	Motivation to move abroad; challenges; source of support; support needed	Qualitative research: archival data - survey and 5 podcasts	Sample of 77 professional athletes
2019	Asia Pacific Journal of Human Resources	Lindsay, Valerie; Sharma, Revti R.; Rashad, Shaleen	Through Victoria University of Wellington's (NZ) alumni internal mail system an online web survey was sent to all the 4550 registered alumni members	Economic Opportunities (career opportunities, business opportunities, challenging jobs and salaries), Lifestyle (cultural opportunities, ethnic mix, learning for life), Relational Considerations (parents/old relations, friends, close to relatives), gender, networks, spouse job, location, international experience, ethnicity	Quantitative research: online based survey	The sample was spread fairly evenly across the host countries of Australia, United Kingdom, Canada/United States and Asia. 60% of the respondents were male

2019	Journal of Global Mobility – The Home of Expatriate Management Research	Harry, Tinashe T.; Dodd, Nicole M.; Chinyamurindi, Willie T.	Many people in developed countries are looking beyond their home countries for career and development opportunities	Life and career experiences, person-environment fit	Qualitative research: unstructured interviews	Final sample of 25 individuals selected as SIAEs
2019	Journal of International Management	Furusawa, Masayuki; Brewster, Chris	Study of Japanese SIEs working in MNEs in China	Normative integration; systems integration; relationship of trust; global career opportunities; sual allegiance; boundary spanning functions; familiarity with chinese culture; chinese language proficiency	Quantitative research: questionnaire sent by email. Qualitative research: follow-up interviews	Responses were obtained from 188 different subsidiaries
2018	Thunderbird International Business Review	Agha-Alikhani, Barbara	Danish business school	Adjustment	Qualitative research	12 SIAs (6 male and 6 female).
2018	Thunderbird International Business Review	Fontinha, Rita; Cuyper, Nele de; Williams, Steve; Scott, Peter	Portuguese SIEs	Adjustment; Human resource management practices	Quantitative research	234 respondents (59% female and 41% male)
2018	Thunderbird International Business Review	Furusawa, Masayuki; Brewster, Chris	Japanese SIEs working in MNEs in China	Overseas experience; cultural fit; social capital and boundary-spanning factors	Quantitative research	188 respondents
2018	International Business Review	Hussain, Taiba; Deery, Stephen	United Arab Emirates	On-the-job embeddedness; off-the-job embeddedness; turnover intention	Quantitative research	261 completed surveys
2018	Gender Work and Organization	Kemp, Linzi J.; Rickett, Bridgette	United Arab Emirates	No Reference	Qualitative research	12 foreign women from 8 nationalities meeting
2018	Thunderbird International Business Review	Kim, Kwoon; Halliday, Cynthia Saldanha; Zhao, Yue; Wang, Chen; Glinow, Mary Ann von	SIE's compensations	SIEs types; Motivation	Literature review	No Reference
2018	International Business Review	Lauring, Jakob; Selmer, Jan	Republic of China	Emotional control; Performance satisfaction	Qualitative research	AEs (n=154) and SIEs (n=170)
2018	Human Resource Development International	Ridgway, Maranda; Robson, Fiona	Qatar	Location appeal; Career development	Qualitative research	17 individual
2018	Journal of International Entrepreneurship	Selmer, Jan; McNulty, Yvonne; Lauring, Jakob; Vance, Charles	China, Hong Kong and Singapore	Job position, time in current job in host location, time as expatriate, time in host location	Quantitative research	2963 expatriates
2018	Human Resource Management	Suutari, Vesa; Brewster, Chris; Makela, Liisa; Dickmann, Michael; Tornikoski, Christelle	Finland	Perceived Marketability; Perceived Marketability in the Home Country versus International Job Markets; Career satisfaction; Objective career success	Qualitative research	207 survey responses
2018	Career Development International	Wechtler, Heidi	Study of single females as SIEs who created blogs to share	Life before expatriation; expatriation experience; identity	Qualitative research	11 blogs written in English

			the experience			
2017	Personnel Review	Ballesteros-Leiva, Felix; Poilpot-Rocaboy, Gwenaëlle; St-Onge, Sylvie	Study of SIEs and AEs distributed among different populations to reduce risk bias	Well-being; Life-domain conflict and enrichment	Quantitative research	284 questionnaires
2017	Career Development International	Baruch, Yehuda; Forstenlechner, Ingo	Gulf	No Reference	Qualitative research	123 - 48 Southeast Asians, 26 Westerners, 28 from Africa, and 21 from the Middle East
2017	Journal of World Business	Chen, Yu-Ping; Shaffer, Margaret A.	SIE academics working and living in several regions around the world at two points of time	Perceived organizational support; SIE motivation; SIE embeddedness	Qualitative research	245 respondents
2017	Journal of Global Mobility - The Home of Expatriate Management Research	Egilsson, Birnir; Dolles, Harald	Iceland football players	Cultural adjustment; coping skills and strategy; coping strategies amongst the group that experienced successful transition(s) and amongst the group that experienced unsuccessful transition(s)	Qualitative research	39 players
2017	Personnel Review	Fu, Carmen; Hsu, Yu-Shan; Shaffer, Margaret A.; Ren, Hong	SIE English teachers under the native-speaking English teacher (NET) Scheme of the Hong Kong Special Administrative Region	Organizational socialization; social integration; calculative commitment; adjustment; performance.	Qualitative research	211 respondents
2017	Human Resource Management Journal	Haak-Saheem, Washika; Brewster, Chris	Expatriates in the United Arab Emirates (UAE)	No Reference	Qualitative research	41 individuals
2017	SA Journal of Human Resource Management	Harry, Tinashe T.; Dodd, Nicole M.; Chinyamurindi, Willie T.	South African rural university	Motives to expatriate	Qualitative research	25 individuals
2017	Journal of Global Mobility - The Home of Expatriate Management Research	Kim, Kwoon; Glinow, Mary Ann von	LGBT expatriates	Personal, country and organizational-level context	Mixed	4 individuals
2017	Asia Pacific Journal of Human Resources	Makkonen, Paula	SIE's in China	Human and social capital; career identity; personal adaptability;	Qualitative research	24 individuals
2017	Personnel Review	McNulty, Yvonne; Vance, Charles M.	Articles about expatriates and career path	No Reference	Qualitative research	No Reference
2017	Critical Perspectives on International Business	Mielly, Michelle; Jones, Catherine; Smith, Mark; Basistha, Vikram	Indian SIEs in France	Key exit and entry factors	Qualitative research	32 individuals

2017	Journal of Global Mobility - The Home of Expatriate Management Research	Myers, Barbara; Inkson, Kerr; Pringle, Judith K.	Older women SIEs in New Zealand	No Reference	Qualitative research	21 participants
2017	Journal of Vocational Behavior	Presbitero, A.; Quita, C.	SIEs in the Philippines	Cultural intelligence; career adaptability; intention for expatriate careers	Quantitative research	514 students in a private university
2017	Asia Pacific Business Review	Tang, Au Due; Chang, Man-Ling; Cheng, Cheng-Feng	Vietnam	Internal marketing; Work-role adjustment; Knowledge sharing; LMX	Quantitative research	140 SIEs
2017	Journal of Global Mobility - The Home of Expatriate Management Research	Zhang, Kate Yue; Rienties, Bart	China	PC breach and PC violation	Mixed	171 individuals
2016	Journal of Global Mobility - The Home of Expatriate Management Research	Agha-Alikhani, Barbara	Denmark	No Reference	Mixed	20 expatriates
2016	Human Resource Management Review	Ceric, Arnela; Crawford, Heather J.	Literature review	No Reference	Literature review	NR
2016	International Journal of Human Resource Management	Clark, David; Altman, Yochanan	Crete	No Reference	Mixed	118 questionnaires and 20 in-depth interviews
2016	Journal of Workplace Learning	Guðmundsdóttir, S.; Lundbergsdóttir, L. M.	Nordic countries	No Reference	Mixed	7 respondents
2016	International Journal of Human Resource Management	Makkonen, Paula	Western SIEs in China	Positioning career self-management behaviour; Boundary management behaviour	Qualitative research	23 respondents
2016	Qualitative Research in Organizations and Management	McKenna, Steve; Richardson, Julia	Literature review	Job satisfaction, commitment, performance, recruitment	Literature review and qualitative research	1 individual
2016	Journal of Management Development	Pinto, Luisa Helena; Araujo, Raquel Campos	Portuguese SIEs	Network composition; diversity; roles	Qualitative research	13 respondents
2016	Journal of Global Mobility - The Home of Expatriate Management Research	Schreuders-van den Bergh, Riana; Du Plessis, Yvonne	Netherlands	No Reference	Qualitative research	21 SIE women
2016	International Journal of Cross-cultural Management	Selmer, Jan; Luring, Jakob	Greater China	Work engagement, intercultural adjustment, age, time in current location, time as an expatriate academic	Quantitative research	684 responses
2016	Journal of World Business	Tung, Rosalie L.	Literature review	NR	Literature review	NR
2016	Journal of Global Mobility - The Home of Expatriate Management Research	Vijayakumar, Pooja B.; Cunningham, Christopher J. L.	Indian expatriates working in the IT industry	Demographics; Cross-cultural adjustment; motives for expatriation	Quantitative research	336 individuals
2015	International Journal of Human Resource Management	Alshahrani, Saeed Turki; Morley, Michael J.	Banking sector in the Kingdom of Saudi Arabia	International mobility; non-work related experiences	Quantitative research	418 questionnaires
2015	Journal of Global Mobility - The Home of Expatriate Management Research	Andresen, Maike	Study of expatriates from various organizations	Job embeddedness; Performance and OCBs	Qualitative research	94 individuals

2015	International Journal of Human Resource Management	Andresen, Maike; Biemann, Torsten; Pattie, Marshall Wilson	Individuals from different nationalities and working in different countries	Boundaryless career; Protean career; Gender; Human capital	Qualitative research	193 individuals
2015	Asia Pacific Journal of Human Resources	Despotovic, William Vuk; Hutchings, Kate; McPhail, Ruth	Australian expatriates in South Korea	Prior international experience, cultural experience, language challenges	Qualitative research	20 individuals
2015	Journal of Global Mobility - The Home of Expatriate Management Research	Glasscock, Gabriela; Fee, Anthony	SIEs through a consumer decision-making approach perspective	Need recognition; information search; evaluation of alternatives; career building; risk minimising; emotionally driven	Qualitative research	9 participants
2015	Equality, diversity and inclusion	Mahadevan, Jasmin; Zeh, Jana Sibylle	Resident Russian TCGs seeking employment in Germany	Motivations; Perceived requirements for successful employment; Inner-interview interpretations	Qualitative research	4 individuals
2015	Journal of Global Mobility - The Home of Expatriate Management Research	Makkonen, Paula	MNCs in China	Person-job fit; Person-organization fit; Person-cultural context fit.	Qualitative research	24 western informants
2015	Journal of Global Mobility - The Home of Expatriate Management Research	Makkonen, Paula	Chinese organisations	PE development trajectories of repatriated SIEs; PE development trajectories of non-repatriated SIEs.	Qualitative research	23 Westerners
2015	International Journal of Intercultural Relations	Selmer, J.; Luring, J.; Normann, J.; Kubovcikova, A.	Academic institutions in China or Taiwan	Adjustment; time to proficiency; performance; job satisfaction; time in host country; time as an expatriate academic; language challenges	Quantitative research	210 SIE respondents
2015	Career Development International	Silvanto, Sari; Ryan, Jason; McNulty, Yvonne	Literature review	Employment to population ratio; tolerance; Transparency of Government Policy Making; talent stock; immigrant stock; life satisfaction index; talent attraction	Qualitative research	81 countries
2015	Human Resource Management Journal	Tharenou, Phyllis	IA/AEs, SIEs and Sis	International assignees/assigned expatriates; Self-initiated expatriates; Skilled immigrants	Literature review	290 empirical studies
2015	Human Resource Management Review	Vaiman, Vlad; Haslberger, Arno; Vance, Charles M.	How central elements of talent management can apply to the effective utilization of self-initiated expatriates	No Reference	Literature review	No Reference
2014	International Journal of Human Resource Management	Andresen, Maike; Bergdolt, Franziska; Margenfeld, Jil; Dickmann, Michael	Literature review	Individual level, organizational level; political/legal level; mobility criteria	Qualitative Research	136 articles

2014	European Management Journal	Bjerregaard, Toke	Denmark	No Reference	Qualitative research	49 persons
2014	International Journal of Human Resource Management	Cao, Lan; Hirschi, Andreas; Deller, Juergen	Germany	Perceived organizational support: adjustment POS, career POS, financial POS; Career network size with home/host country nationals; Career satisfaction; Intention to stay in the host country	Quantitative research	112 individuals
2014	International Journal of Human Resource Management	Cerdin, Jean-Luc; Selmer, Jan	Western countries	4 criteria to SIE: Self-initiated international relocation, Regular employment (intentions), Intentions of a temporary stay, Skilled/professional qualifications	Literature review	No Reference
2014	Journal of World Business	Farndale, Elaine; Pai, Avinash; Sparrow, Paul; Scullion, Hugh	Case study of individual and organizational goals of expatriate assignments	No Reference	Qualitative research	16 interviews
2014	Journal of Global Mobility - The Home of Expatriate Management Research	H. Näsholm, M.	Swedish expatriates	Career paths; Categories of narratives in the organization and career domain; Categories of narratives in the country and culture domain; Categories of narratives in the family, communities, and networks domain	Qualitative research	120 individuals
2014	Asia Pacific Business Review	Lauring, Jakob; Selmer, Jan	Greater China	Job adjustment; time to proficiency; job performance; job satisfaction; global mobility orientation.	Quantitative research	640 respondents
2014	Journal of Global Mobility - The Home of Expatriate Management Research	Muir, M.; Wallace, M.; McMurray, D.	Beijing, China	No Reference	Qualitative research	25 women
2014	International Journal of Human Resource Management	Nolan, Eimear Marie; Morley, Michael J.	Ireland	Adjustment; person-supervisor fit; person-organization fit; person-job fit	Quantitative research	369 individuals
2014	International Studies of Management and Organization	Peiperl, M.; Levy, O.; Sorell, M.	Denmark, Finland, Italy, Norway, Spain, Sweden, and the UK	Individual-level variables: education, labour force experience, country of origin; Cross-border mobility; Organization and self-initiated expatriation	Quantitative research	380,737 highly skilled individuals
2014	International Journal of Human Resource Management	Richardson, Julia; McKenna, Steve	Mintech, Canada	No Reference	Qualitative research	2 senior HR managers and of 51 OSIEs
2014	International Journal of Human Resource Management	Rodriguez, J. K.; Scurry, T.	Middle East, Qatar	Types of SIEs	Qualitative research	20 individuals
2014	International Studies of Management and Organization	Selmer, J.; Lauring, J.	Denmark	Cultural adjustment; Dispositional affectivity;	Quantitative research	704 responses

2014	Cross Cultural Management – an International Journal	Selmer, Jan; Lauring, Jakob	Hong Kong	Adult-third culture kid; expatriate adjustment; recent experience	Quantitative research	267 respondents
2014	South Asian Journal of Human Resources Management	Valk, R.; van Engen, M. L.; van der Velde, M.	Women SIEs in S&T	International career pursuit and career success	Qualitative research	30 women
2014	International Studies of Management and Organization	Vance, C. M.; McNulty, Y.	Western and Central Europe	No Reference	Qualitative research	45 individuals
2014	International Journal of Human Resource Management	von Borell de Araujo, Bruno Felix; Mendes Teixeira, Maria Luisa; da Cruz, Poliano Bastos; Malini, Elise	Brazilian expatriates	Brazilian traits; general adaptation; adaptation to interactions; adaptation to work	Qualitative research	15 individuals
2013	Career Development International	Al Ariss, Akram; Crowley-Henry, Marian	Literature review	No Reference	Literature review	110 articles
2013	Career Development International	Cao, Lan; Hirschi, Andreas; Deller, Juergen	Germany	Protean career; cross-cultural adjustment	Quantitative research	132 individuals
2013	International Journal of Management Reviews	Doherty, N.	Literature review	No Reference	Literature review	No Reference
2013	Career Development International	Doherty, Noeleen; Richardson, Julia; Thorn, Kaye	Literature review	The motivators or drivers of mobility; the relative status of career in the decision to move and the career impact of the experience; intended period of stay abroad; the type of employment engagement; typical occupational types.	Literature review	No Reference
2013	International Journal of Human Resource Management	Froese, Fabian Jintae; Peltokorpi, Vesa	Tokyo	Cross-cultural adjustment; job satisfaction; education; japanese language proficiency; work experience in Japan; overseas work experience; multicultural personality; cultural empathy; open-mindedness; social initiative and emotional stability; job level; supervisor nationality; company nationality	Quantitative research	181 respondents
2013	Journal of Global Mobility - The Home of Expatriate Management Research	Isakovic, A. A.; Forseth Whitman, M.	United Arab Emirates,	Culture novelty; Foreign language ability; Cultural adjustment	Quantitative research	297 respondents
2013	International Journal of Public Administration	Lauring, J.; Selmer, J.	Denmark	Work performance; work effectiveness; job satisfaction; creativity	Quantitative research	329 respondents
2013	Career Development International	Scurry, Tracy; Rodriguez, Jenny K.;	Qatar	Narratives; identity	Qualitative research	20 individuals

		Bailouni, Sarah				
2013	Journal of Global Mobility - The Home of Expatriate Management Research	Tharenou, P.	Literature review	No Reference	Literature review	No Reference
2012	Personnel Review	Altman, Yochanan; Baruch, Yehuda	Investment banking MNC	No Reference	Qualitative research	31 individuals
2012	Journal of Management Development	Cao, L.; Hirschi, A.; Deller, J.	Literature review	Career success; Career capital; Cultural adjustment; Cultural distance	Literature review	No Reference
2012	Journal of Management Development	Crowley-Henry, M.	Sophia Antipolis, France	Career path, boundaryless career, protean career and career capital	Qualitative research	37 individuals
2012	International Journal of Human Resource Management	Ellis, David R.	New Zealanders and Belgians SEs	Preferred PM practices; Involvement in PM processes; Rewards	Qualitative research	Total of 20 individuals - 10 New Zealanders and 10 Belgian
2012	International Journal of Human Resource Management	Froese, Fabian Jintae	South Korea	Motivation to expatriate and Adjustment	Qualitative research	30 individuals
2012	International Journal of Human Resource Management	Lo, Ka In Helena; Wong, IpKin Anthony; Yam, C. M. Richard; Whitfield, Richard	China	Home country community embeddedness; Host country organization embeddedness; Host country community embeddedness; Willingness to accept an unsolicited job offer; Turnover intention; Expatriate-dominated private sector; Common method bias	Quantitative research	337 respondents
2012	Personnel Review	Selmer, Jan; Lauring, Jakob	Nordic countries and The Netherlands	Work outcomes; Reasons to expatriate	Quantitative research	428 respondents
2012	Journal of Management	Shaffer, M. A.; Kraimer, M. L.; Chen, Y.-P.; Bolino, M. C.	Literature review	Career Choices in Deciding to Do Global Work; Career Challenges while Doing Global Work; Career Consequences of Doing Global Work	Literature review	114 articles
2012	Journal of Management Development	van den Bergh, R.; Du Plessis, Y.	European countries	Pre-migration career; Social integration; Post-migration career; Career exit or career success	Qualitative research	21 individuals
2012	International Journal of Human Resource Management	Yijala, Anu; Jasinskaja-Lahti, Inga; Likki, Tiina; Stein, David	ECHA, Finland, and the City of Helsinki.	Previous international work experience; Perceived organizational prestige; Satisfaction with relocation preparations; Quality of contact during recruitment; European identification; Self-esteem; Relocation stress; Organizational identification;	Quantitative research	95 individuals

				Psychological well-being; Outgroup attitudes		
2011	International Journal of Human Resource Management	Doherty, Noeleen; Dickmann, Michael; Mills, Timothy	Netherlands, Germany, France, Belgium or Spain	Location; Foreign experience; Host; Family benefits; Home-host relations; Personal relationships; Push factors	Quantitative research	522 individuals
2011	International Journal of Human Resource Management	Selmer, Jan; Lauring, Jakob	Nordic countries and the Netherlands.	Acquired demographics; Reasons to expatriate	Quantitative research	428 respondents
2011	Cross Cultural Management – an International Journal	Selmer, Jan; Lauring, Jakob	Nordic countries and The Netherlands	Gender; Marital status; work outcome	Quantitative research	428 respondents
2010	Career Development International	Al Ariss, Akram	Lebanese skilled migrants living in Paris, France	The immigration context in France; the organizational context; modes of engagement: maintenance, transformation, entrepreneurship, opt out	Qualitative research	49 individuals
2010	Thunderbird International Business Review	Al Ariss, A.; Özbilgin, M.	Labanese migrants living in Paris, France	No Reference	Qualitative research	43 individuals
2010	Journal of Managerial Psychology	Biemann, Torsten; Andresen, Maike	German-speaking managers in European OECD-countries	SE; AE; Age at start of international career; Organizational mobility; On-the-job and off-the-job embeddedness; Perceived importance of international experience; Career orientation.	Quantitative research	159 German-speaking managers
2010	Thunderbird International Business Review	Cerdin, J.-L.; Le Pargneux, M.	French-speaking expatriates	Career anchors; Internationalism; Security and stability; Managerial competence; Dedication to a cause; Pure challenge; Entrepreneurial creativity; Autonomy; Lifestyle	Quantitative research	138 self-initiated expatriates and 165 assigned expatriates
2010	Personnel Review	Forstenlechner, Ingo	Austria and United Arabes Emirates	Informal rights/discrimination; formal rights; work climate; government and its agents; further reflections on discussing host country justice as an expatriate	Qualitative research	33 individuals
2010	International Journal of Human Resource Management	Howe-Walsh, Liza; Schyns, Birgit	Literature review	No Reference	Literature review	No Reference
2010	Team Performance Management	Schoepp, K.; Forstenlechner, I.	Middle East expatriate	Intention to leave; spouse and family adjustment; spousal employment opportunities; children's	Quantitative research	362 individuals

				school; distance from family		
2010	European Management Review	Selmer, Jan; Luring, Jakob	SIE academics	Reasons to expatriate; gender; age	Quantitative research	428 respondents
2010	Journal of Business Ethics	Tharenou, Phyllis	Literature review	Career, family, reasons to expatriate	Literature review	NR
2009	International Journal of Human Resource Management	Peltokorpi, Vesa; Froese, Fabian Jintae	OE and SIEs in Japan	Cross-cultural adjustment	Quantitative research	179 respondents
2009	Career Development International	Thorn, Kaye	New Zealanders	Motives to expatriate	Quantitative research	2608 respondents
2008	International Journal of Human Resource Management	Jokinen, Tiina; Brewster, Chris; Suutari, Vesa	Finnish expatriates	Current foreign work experience; Knowing-how; Knowing-why; Knowing-whom	Quantitative research	222 respondents
2005	Journal of World Business	Lee, C. H.	SIEs in Singapore	Autonomy in job performance; Job suitability; Job variety; Perceived fulfilment of the psychological contract; Perceived underemployment; Job satisfaction; Alienation from work; Career satisfaction.	Quantitative research	302 respondents
2005	Journal of World Business	Vance, C. M.	American expatriates	Categories of potentially influential self-initiating activities and strategies that can contribute to gaining international business experience	Qualitative research	48 individuals
2003	Journal of Occupational and Organizational Psychology	Tharenou, P.	Australian expatriates	Receptivity to international careers; Receptivity to working in developed and developing countries; Self-efficacy; Preference for country ease; Outcome expectancies; Partner; Family attachment; Family influence; Stage of internationalization; Number of countries of operation; Organizational international focus; HR support.	Quantitative research	863 individuals
2000	Journal of World Business	Suutari, V.; Brewster, C.	Finnish expatriates	Task and Employer; Motives; Repatriation and Future Career; Compensation	Quantitative research	448 respondents

Table 1 – Articles used to the systematic literature review.

3. Results

From the initial search, 221 articles were identified. However, not all the articles were about "self-initiated expatriates" and, those who did not have reference to the TOPIC were removed giving a total of 135. This screening was done by reading the title,

keywords and abstract of every article to narrow the search. Additionally, five articles were removed due to lack of access. Finally, 104 articles were analysed. This screening was done following the PRISMA method flowchart that is present in the next figure. From the total of 104 articles analysed it is possible to argue that there is still some confusion among the different terms used to describe global mobility (Vaiman and Haslberger, 2013, page 2; Andresen *et al.*, 2014), but the distinction between them is essential to make (Farndale *et al.*, 2014; Nasholm, 2014).

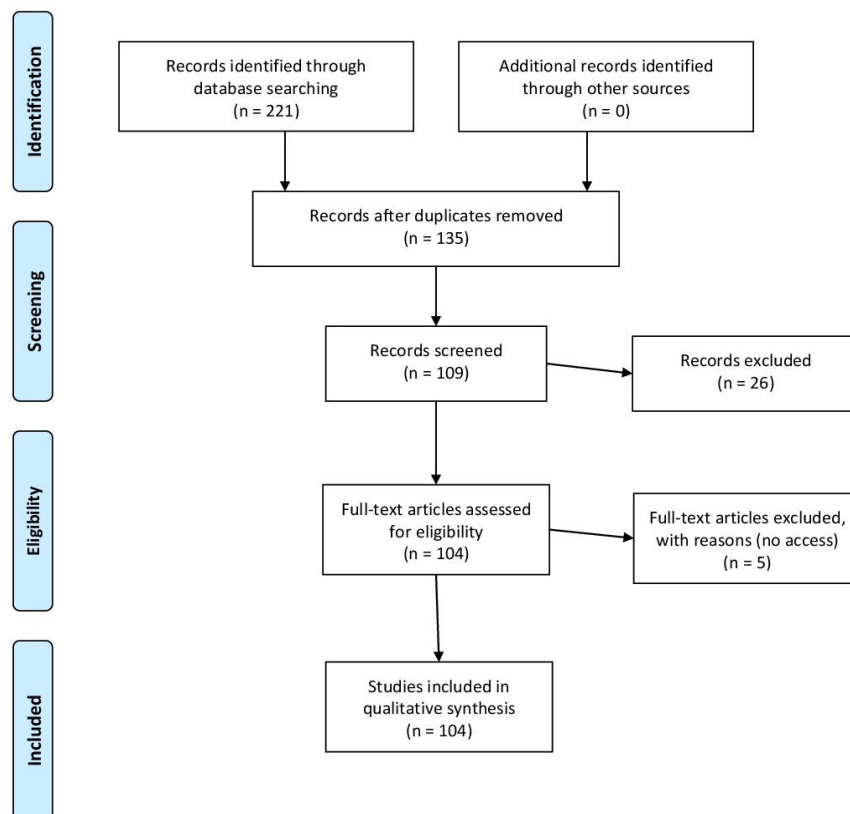


Figure 1 – PRISMA Method application

Theory

The main question relies on the distinction between SIEs and organisational expatriates, because while some authors mention that they do not differ (Andresen, Biemann and Pattie, 2015; Suutari *et al.*, 2018), others claim that there is an inconsistency in the literature due to the fact of not making this distinction (Andresen, Bergdolt, Margenfeld, and Dickmann, 2014; J.-L. Cerdin and Pargneux, 2010; von Borell de Araujo, Teixeira, da Cruz and Malini, 2014). The two types of expatriates are different indeed since they diverge in the motives to move abroad (Peltokorpi and Froese, 2009; Doherty,

Dickmann and Mills, 2011; Altman and Baruch, 2012). For this reason, although SIE literature is growing, there is a need for more robust theory development (Peltokorpi and Froese, 2009; Doherty, Dickmann and Mills, 2011; Isakovic and Whitman, 2013; Tharenou, 2013), since self-initiated expatriates are becoming more frequent and widespread than it has ever been (Thorn, 2009). To do that, more longitudinal and empirical studies, with larger samples and in different cultural and organisational contexts should be conducted to improve the methodology that has been applied (Altman and Baruch, 2012; Ariss and Crowley-Henry, 2013; Cao et al., 2014; Ellis, 2012; Fontinha et al., 2018; Scurry, Rodriguez and Bailouni, 2013; Vaiman et al., 2015; Yijälä, Jasinskaja-Lahti, Likki and Stein, 2012). A comprehensive conceptual framework that challenges the dominant ideas is needed to understand the differences and similarities of the different concepts associated with international mobility (Rodriguez and Scurry, 2014; von Borell de Araujo *et al.*, 2014). Additionally, there is a clear need to develop studies that relate demographic characteristics and motives that lead individuals to pursue this type of career (Vijayakumar and Cunningham, 2016; Ballesteros-Leiva, Poilpot-Rocaboy and St-Onge, 2017; Hussain and Deery, 2018). However, some authors argue that expatriates should not be clustered in groups, because the development of their careers evolves as a “sequence of opportunities taken and rejected that create linearity and non-linearity” (McNulty and Vance, 2017). Both opinions should be considered to keep an open mind. Research into the different types of international mobility is therefore conducted differently depending on the type (Bjerregaard, 2014; Tharenou, 2015), considering the organisational, social, cultural and political context as well as “macro” factors (Selmer *et al.*, 2015; Silvanto, Ryan and McNulty, 2015).

3.1 Context of application and support theories

Much research on this theme was undertaken in Asian countries and the Middle East (e.g. (Schoepp and Forstenlechner, 2010; Guo, Porschitz and Alves, 2013; Isakovic and Whitman, 2013; Muir, Wallace and McMurray, 2014). Relating to theories, there is a need to develop further management theory in this area (Doherty, Richardson and Thorn, 2013a). However, to sustain the research now, authors used theories from different study areas such as social network theory, social learning theory, career theory, the theory of planned behaviour and human capital theory (Cao et al., 2014; Doherty,

2013; Selmer and Lauring, 2012). Since the study of SIEs is a new and emerging area, it gives space for the researchers to use different approaches.

3.2 Variables and methodologies

Considering variables, these only exist when the paper aims to study the adjustment of SIEs (e.g., adjustment, motivation, job satisfaction, job commitment, and person fit in terms of job, group, organisation, and cultural context) (Makkonen, 2015b; Agha-Alikhani, 2018; Fontinha *et al.*, 2018). Personal characteristics were used as control variables, such as age, gender, marital status and number of children (Chen and Shaffer, 2017; Fu *et al.*, 2017; Presbitero and Quita, 2017) since they have an impact on the SIE's motives to expatriate (Ariss and Crowley-Henry, 2013; Selmer and Lauring, 2011b). Studies tend to explore what has been done in the area helping to highlight the differences between SIEs and other forms of global mobility (Cerdin and Pargneux, 2010; Tharenou, 2013). Relating to methodologies, both qualitative and quantitative research are used, depending on the aim of the article. Qualitative research is more used when authors did interviews (face-to-face or via the Internet) to help understand why people want to move abroad and how they adapt to the host country. In terms of quantitative research, the tendency is to use online questionnaires that are sent through organisational emails or social networks (Kim and Glinow, 2017; Furusawa and Brewster, 2018; Ridgway and Robson, 2018). The use of both methodologies is common, indicating more exploratory research for SIEs (Vaiman and Haslberger, 2013, page 4).

3.3 SIEs and adjustment

SIEs are a new emerging workforce and research area (Thorn, 2009; Kim and Glinow, 2017; Agha-Alikhani, 2018) with a lot of potentials to human capital, since they tend to have higher educational levels, sought after global competencies and have stronger career motivations (Ceric and Crawford, 2016; Hussain and Deery, 2018). This increased the importance of SIEs due to the globalisation, the war for talent, the rise of emerging markets and the need for multicultural teams, which made researchers rethink the ways research on expatriation has been conducted (Tung, 2016). Since they are considered a “new generation of expatriate career” (Kemp and Rickett, 2018), the costs associated with hiring, training and retaining this workforce can be high (Hussain and

Deery, 2018). Due to this, SIEs represent a challenge to human resource management (Chen and Shaffer, 2017).

The research suggests that fundamental changes in their lives, work that gives them more responsibility, the possibility of working in new cultures, improve skills and gain experience mainly motivate SIEs (Farndale *et al.*, 2014; Richardson and McKenna, 2014; Myers, Inkson and Pringle, 2017). SIEs are generally associated with high mobility, temporary employment and guided by an individualistic and high-involvement approach (Glasscock and Fee, 2015; Makkonen, 2017). In this cross-cultural context it is suggested that the ideal employee is not the one with proper person-related skills, but the one who demonstrates to have the skills and qualities that are needed in the host country (Makkonen, 2017). (Fontinha *et al.*, 2018) For different types of adjustment, it is necessary to create different human resource practices that will meet the needs of an individual (Howe-Walsh and Schyns, 2010). Moreover, it is suggested that work and personal lives tend to influence each other positively (Vaiman, Haslberger and Vance, 2015). Adjustment to the host-country is considered relevant for SIEs (Agha-Alikhani, 2018) as they need to adjust to a new political, social, organisational and cultural environment (Clark and Altman, 2016). In order to adjust, social and psychological support is needed (Bergh and Plessis, 2016; Egilsson and Dolles, 2017; Fu *et al.*, 2017) to reduce feelings of insecurity (Egilsson and Dolles, 2017), being necessary to dig more deeply on the factors that affect SIEs' adjustment (Vijayakumar and Cunningham, 2016).

3.4 Types of SIEs

The study of the various population of SIEs and their reasons to decide to work abroad (Vijayakumar and Cunningham, 2016; Kim and Glinow, 2017; Wechtler, 2018) is an avenue for future research. Understanding different types of SIEs helps organisations to meet different wants and needs to attract this talent (Kim and Glinow, 2017). These differences will lead to different outcomes along the process (Baruch and Forstenlechner, 2017) depending on the individual who will adopt a kind of a “fellow traveller mindset” (Mielly *et al.*, 2017). SIEs differ in terms of employer and task-related variables and individual background variables (Suutari and Brewster, 2000) such as age, gender and marital status (Tharenou, 2003; Al Ariss, 2010). Gender is an avenue for future research considering the “white men power” over leadership and management positions (Al Ariss, 2010; Valk, van Engen and van der Velde, 2014). Some authors

defend that there is not a difference between genders in terms of work outcomes among SIEs (Selmer and Luring, 2011b), but others argue that gender matters (Schoepp and Forstenlechner, 2010; Ellis, 2012). The tendency is to ignore gender issues in the experience of SIEs (Ariss and Özbilgin, 2010). Women's work experiences tend to be moderated by the cultural expectations of what being a woman means (Muir, Wallace and McMurray, 2014; Valk, van Engen and van der Velde, 2014; Kemp and Rickett, 2018). Moreover, women are more likely to become SIEs to escape current career paths and explore new opportunities (Vance and McNulty, 2014; Andresen, Biemann and Pattie, 2015). Choosing this freedom represents something truly feminist in this approach (Wechtler, 2018). However, women tend to need more social support in both home and host-country to help reduce barriers (Bergh and Plessis, 2016). So, SIEs are not a homogeneous group and there is the need to recognize different subgroups (Makkonen, 2015b; Wechtler, 2018).

3.5 Practical implications

Companies need to study more deeply which are the factors that lead to this career path, especially in the world we live in today (Tung, 2016; Vijayakumar and Cunningham, 2016). Furthermore, it is necessary to understand the influence of the destination in the process (Ridgway and Robson, 2018). Since SIEs are known as individuals who take the initiative to pursue new employment by themselves, they tend to develop a career self-management behaviour (Makkonen, 2016). Finally, there is a global need for future research about SIEs to understand the differences between concepts, the realities of those who choose this career path and how they can integrate into the organisations (Froese, 2012). This happens because the investigation has been focusing on the global employee instead of the global work and how it can be managed according to different career paths (Shaffer et al., 2012).

4. Discussion

In this section, the paper aims to combine the findings with the research questions presented. For each item, the article presents an analysis of what is known, an avenue for future research and an answer to what was investigated.

RQ1: What is the definition for self-initiated expatriates?

To answer the research question, SIEs are a field that allows researchers to study different paths. Also, there is a need to achieve a global definition of the term, to distinguish it from other forms of global mobility and, finally, to develop the conceptual theory to support the area. SIEs are a new and emerging workforce and research area, (Tharenou, 2015; Kemp and Rickett, 2018). Some distinctions need to be made to fully understand what it means to be a SIE as well to distinguish it from other forms of global mobility (Doherty, Dickmann and Mills, 2011; Crowley-Henry, 2012; Froese and Peltokorpi, 2013). The principal difficulty that emerge from the analysis of the articles is the distinction between the terms SIEs and assigned expatriates/organisational expatriates, since the differences and similarities of these individuals are not entirely defined (Nasholm, 2014; Peiperl, Levy and Sorell, 2014; Zhang and Rienties, 2017; Selmer *et al.*, 2018; Suutari *et al.*, 2018). SIEs are defined as individuals who choose by themselves to work in a foreign country to achieve new adventures, interact with different cultures and gain more experience on their work to develop their career (Selmer and Luring, 2012; Makkonen, 2017). However, the motives that lead a person to become a SIE are not entirely identified which makes it difficult for organisations to manage this workforce (Ariss and Crowley-Henry, 2013; Baruch and Forstenlechner, 2017; Doherty, 2013).

SIEs are motivated, mainly, by personal factors (Vance, 2005; Cao, Hirschi and Deller, 2013; Vaiman, Haslberger and Vance, 2015). Authors suggest that SIEs can be divided into smaller groups depending on their motives (Tharenou, 2015; Baruch and Forstenlechner, 2017; McNulty and Vance, 2017). Moreover, SIEs are influenced by networks that are created to support their assignment in the home and host-countries, creating the necessity for organisations to manage the societal, organisational, psychological and individual level (Agha-Alikhani, 2016; Clark and Altman, 2016; Guðmundsdóttir and Lundbergsdóttir, 2016; Egilsson and Dolles, 2017). Different situations will lead to the development and implementation of various human resource management practices (Furusawa and Brewster, 2018; Guðmundsdóttir and Lundbergsdóttir, 2016; Shaffer *et al.*, 2012).

Future research is needed to develop a universal definition of SIEs, as well as to identify the motives that lead an individual to choose this career path. Future researchers could make comparisons between different cultural and organisational contexts to clarify the impact that these levels have on SIEs' adjustment (Jokinen, Brewster and Suutari, 2008;

Fontinha *et al.*, 2018). Moreover, different approaches are needed to develop the theory in this area.

RQ2: What motivates individuals to become SIEs, in the organisational context?

The motives that lead individuals to become SIEs differ, depending on gender, previous expatriate experience, personal background and employer and task variables (Suutari and Brewster, 2000; Selmer and Luring, 2011b, 2011a). Organisations need to identify and understand different types of SIEs to satisfy their needs and wants (Kim and Glinow, 2017; Myers, Inkson and Pringle, 2017). There is a need to control emotions from these individuals as well to understand their motivation to expatriate (Makkonen, 2016; Luring and Selmer, 2018). As the motives differ from one to another, there is a need to control emotions from these individuals as well to understand their motivation to expatriate (Luring and Selmer, 2018; Makkonen, 2016). The identification of these motives can help to clarify the term "SIEs" since they tend to have common reasons with migrants but differ from other forms of global mobility, which is confusing (Haak-Saheem and Brewster, 2017). Besides, it can help to identify the factors that contribute to the cultural and organisational adjustment of these individuals as well to identify the different dimensions of the job embeddedness (Andresen, 2015; Nolan and Morley, 2014; Vijayakumar and Cunningham, 2016). These motives can be influenced by internal and external factors such as the duration of the assignment, the culture of the host country, the organisational support, the ability to interact with new cultures, the opportunity to improve skills and gain experience (Cerdin and Selmer, 2014; Farndale *et al.*, 2014; Bergh and Plessis, 2016).

The motivation to become a SIE is a very under-researched area that offers many opportunities. Further research should study the motives that lead individuals to become SIEs and try to create "clusters" to differentiate SIEs' types. These studies should ideally compare different contexts and nations to enrich the literature in this area (Alshahrani and Morley, 2015; Mielly *et al.*, 2017; Ridgway and Robson, 2018). Moreover, different and innovative methods and sources of data should be developed (Ballesteros-Leiva, Poilpot-Rocaboy and St-Onge, 2017). These motives have an impact on the work engagement and the adjustment of a SIE, which allows future researchers to study the adjustment and work engagement of this set of individuals in different contexts (Selmer and Luring, 2016). There is the necessity to clarify the motives that can lead individuals to become SIEs. Since they differ among them, there are groups of motives

that can be identified to help researchers define the term as well as organisations to manage the different types of SIEs, their necessities and wants. This identification can lead to future research of their impact on the adjustment and engagement of individuals to companies and act to retain talent.

RQ3: Are there differences between genders among SIEs?

Gender is a controversial issue, but it needs to be studied since it appears to have a significant impact on the building of a successful career to women and men. There are a few pieces of research comparing women and men in this field. Although suggesting that women are easily identified as SIEs (Vance and McNulty, 2014), there is not consistent support of this assumption. Women have more difficulty to access top managerial and chief positions due to the cultural box of seeing women as wife and/or mother, the male dominance of the organisational hierarchy and institutional and governmental policies that tend to work against women's career success (Al Ariss, 2010; Tharenou, 2010; Valk, van Engen and van der Velde, 2014; Kemp and Rickett, 2018). However, the world is evolving, and women are searching for new opportunities to develop their careers (Tharenou, 2010; Kemp and Rickett, 2018). Women are choosing their freedom instead of satisfying others' expectations of what is culturally appropriated (Wechtler, 2018). Organisations need to have the capacity to adjust to different types of necessities, such as providing work-family balance (van den Bergh and Plessis, 2012; Valk et al., 2014). What is observed is that organisations tend to neglect the influence that gender differences have on an international assignment individual success (Ariss and Özbilgin, 2010).

Future research should compare gender in different contexts and nations since cultural aspects tend to have a significant impact on the choice of an individual to undertake an international assignment (Mahadevan and Zeh, 2015). Moreover, issues as identity and LGBT rights should be analysed, since this set of individuals are not safe and/or accepted in every country (Kim and Glinow, 2017). Also, studies should take a longitudinal approach to understand if gender act as an inhibiting or facilitating factor (Muir, Wallace and McMurray, 2014). This can help companies creating programmes to reduce the gap between the numbers of men versus women who occupy managerial positions. The capacity to analyse this subject can help to achieve equality in the business world.

RQ4: What is being done by organisations to manage SIEs?

Organisations need to find new and innovative ways of managing SIEs since they do not follow the standard patterns. Companies are aware of the value of this workforce, which can help to improve the way they are managed to retain this talent. The business world has been dealing with many changes like the globalisation, the war for brain talent and the rise of multicultural teams (Tung, 2016). SIEs are now a recurrent and essential source of human talent, even though their management is expensive (Hussain and Deery, 2018). Organisations are investing in the creation of social networks of support to benefit the adjustment and performance of individuals (R. S. den Bergh and Plessis, 2016; Fu et al., 2017; McKenna and Richardson, 2016; Richardson and McKenna, 2014). Due to this, there is an increase in the attention given to internal marketing, to attract and retain talent (Tang, Chang and Cheng, 2017). Internal marketing can be used by organisations as a valuable tool to satisfy the needs and wants of the employees who, in return, will provide a better service to the customer (Grönroos, 1994; Lings, 2004; Lings and Greenley, 2005). The support an organisation gives to its employees, in home and host-countries, will influence the choice of a SIE (Bjerregaard, 2014). However, the use of internal marketing needs further development since there is not much research on the connection between internal marketing and SIEs' management with only one article found (Tang, Chang and Cheng, 2017).

Moreover, the cross-cultural context and the career satisfaction need to be managed to retain these individuals (Froese and Peltokorpi, 2013; Cao, Hirschi and Deller, 2014; Makkonen, 2015a; Silvanto, Ryan and McNulty, 2015; Tharenou, 2015). The creation of an organisational identity can help to reduce the SIEs turnover intention (Yijälä *et al.*, 2012; Hussain and Deery, 2018). Companies need to identify the types of expatriates and implement different approaches. Further research would benefit from studies of human resource departments of different organisational contexts and individuals from different professional backgrounds (Altman and Baruch, 2012; Harry, Dodd and Chinyamurindi, 2017). Also, longitudinal studies could be conducted to analyse if previous international work experience has some impact on future assignments (Isakovic and Whitman, 2013). Organisations can benefit from conceptual studies to understand the types of employees and how to manage them.

This systematic literature review was based on the data from the articles available until November 6th and in a more recent search for new articles. This as a limitation, and

future researches could benefit from interviews with individuals and organisations to verify what exists in the literature. Another limitation was the fact that most of the articles provide similar results, namely the need for conceptualisation and building theory. Although being a new research area, this limitation is guiding authors to focus more on the creation of definitions instead of finding new ways to study the theme. Future researchers could try new approaches to improve the body of the literature. Also, it is evident that there is a need to differentiate the different types of global mobility. However, future researches should focus on analysing the different groups of SIEs and use different variables to compare the individuals (e.g., gender, adjustment, cultural and organisational context). In practical terms, organisations need to understand every individual to satisfy their needs and wants. Nowadays, "regular employee" is becoming obsolete. Companies need to keep up with the evolution to attract and retain talent because in today's business world knowledge is becoming the primary way to achieve a sustainable competitive advantage (Tang, Chang and Cheng, 2017).

5. Conclusion

The study of self-initiated expatriates is a new research area that needs more conceptual development and new approaches to analyse the theme. From this review, this paper concludes that more in-depth research is required to define who can become a SIE since it still exists confusion about this form of international mobility. The study of variables like gender, motivation and internal marketing as a tool to manage SIEs in today's world could help to this purpose since they are not used as main variables as often as it may appear. So, this paper contributes to the literature in different ways. First, it provides a summed-up presentation of the principal results from all the articles available until November 6th, 2018, providing a comprehensive review of the current state of SIEs' research by using a pilot data extraction sheet. Second, it gives details of how to conduct a literature review on this topic. Third, taking into consideration the research questions, it answers to fundamental questions that are important in today's world. Finally, it gives many recommendations for future research that can help to develop the theory in this area as well to innovate the research. This paper aims to motivate scholars on this area to leave their comfort zone and give a step forward to help to understand who indeed are SIEs and broaden our horizon through different perspectives. Moreover, the paper aims to encourage organisations to connect more with scholars to enhance the

knowledge on this subject and to help them finding and creating new ways to manage human talent.

Chapter 3 – Why adjustment and fit determinants support self-initiated expatriates' decision? A new integrative conceptual approach through internal marketing dimensions

Abstract

From a literature review regarding self-initiated expatriates (SIEs), it was possible to build a new conceptual model relating adjustment and fit with internal marketing. The interest in this topic relies on the apparent gap that exists in the literature considering internal marketing as a tool to manage SIEs. This article aims to propose: (i) a new integrated model to explain the determinants of the self –initiated expatriates where we integrated the internal marketing dimensions, (ii) some selected metrics for validated the hypothesis formulated according to the model proposed. From the reviewed literature analysis about self-initiated expatriation, it was possible to introduce an integrative model approach. That aim to study the person fit and adjustment of these individuals, considering internal marketing dimension as a management tool. In organisational terms it was possible to reinforce that managers need to connect more with their employees' needs and wants and need to learn how to manage diverse workforces. Considering the individuals, those who decide to become SIEs need to be fully aware that this is not an easy career path since it relies on their character and willingness to move abroad.

1. Introduction

From the globalisation of the world with the rapid technological evolvement, including social media platforms, people are adapting to new ways of living, with more than 3% of the world's population living overseas (Doherty, 2013; Farcas and Gonçalves, 2019; Hajro et al., 2019). Because of this, there is the need to understand how organisations are adapting their human management to new challenges (Afiouni, Ruël and Schuler, 2014; McKenna and Richardson, 2016). Most of the literature focuses the management of these workforces as a human resource department' function (Afiouni, Ruël and Schuler, 2014; Vaiman, Haslberger and Vance, 2015; Suutari *et al.*, 2018). However, new and innovative ways to manage individuals are emerging to follow world evolution, like internal marketing (Modi and Sahi, 2018). This paper relies its originality on being one of the few which looks to internal marketing not only as a sales

tool, but as a form to manage this emerging and new workforce (Tang, Chang and Cheng, 2017). The paper not only takes into consideration the individual side, but also the need to understand how the companies are dealing with the rise of new types of expatriates and how they manage them. The originally of the paper relies on the possibility to study SIE's adjustment and fit through an internal marketing perspective. Moreover, it considers gender as a research avenue in need of more empirical development on this area.

Different levels will influence the adaptation of an individual, SIE or organisational expatriate (OE), to a new country and company, namely the individual (criteria relating to the individual himself), the corporate (criteria relating to the organisation) and the cultural (criteria relating to the destination country), which will be analysed through this paper (Andresen, Bergdolt, Margenfeld, et al., 2014). People develop the perceptions of fit as they move through organisational life and can help to better predict people's choices along the way (Cable and DeRue, 2002). This perception of fit is essential since it depends on the job search process of an individual which will lead to the choice of an organisation over others and it has been receiving more interest over the years (Saks and Ashforth, 1997). The adjustment can be analysed in a subjectively or objectively manner. Subjectively when it relates to the degree of adjustment an individual feels in the new role and the requirements; objectively when it relates to the demonstration of the adjustment via the performance of a role (Black, 1988). However adjustment, in the case of overseas experiences, goes beyond the work relating tasks and involves the adjustment to a new culture and a new life in general (Black and Mendenhall, 1991; Black, 1988). Adjustment is a well-researched area on expatriate research; however, our goal is to introduce internal marketing as a new way to look at it (Haslberger, 2010). Although research about international mobility has been conducted over the years, researchers still need to dive more in-depth on the reasons why individuals choose a specific career path and how companies can attract and retain them (Haslberger, 2010; Hajro *et al.*, 2019).

This paper is then structured as follow. First, the article provides a summarised review of all application contexts, samples, and methodologies used in the literature. Second, the variables and hypothesis for this paper are described. Third, the frameworks are presented, and finally, a general conclusion of the work developed with future research suggestions is offered.

1.1 Context of Application

The majority of the studies were carried in Asian Countries and the United Arab Emirates (Peltokorpi and Froese, 2009; Forstenlechner, 2010; Lo *et al.*, 2012; Scurry, Rodriguez and Bailouni, 2013; Rodriguez and Scurry, 2014; Makkonen, 2015b, 2016; Selmer and Luring, 2016; Zhang and Rienties, 2017; Hussain and Deery, 2018; Selmer *et al.*, 2018; Kemp and Rickett, 2018; Langinier and Froehlicher, 2018). This occurs due to different reasons such as the rapid globalisation of economies like the Chinese one (Makkonen, 2015a, 2017) and the numbers showing that the United Arab Emirates hosts the second largest number of expatriates, around 90% of foreign workers (Isakovic and Whitman, 2013; Haak-Saheem and Brewster, 2017). Moreover, most of the research was conducted among global and multinational firms, particularly in China, due to the culture and language challenges (Luring and Selmer, 2014, 2018). Considering the European context, the focus of the research is divided between the study of academic expatriates to study the motives why people move abroad (Selmer and Luring, 2010, 2011a, 2011b, 2012; Chen and Shaffer, 2017; Agha-Alikhani, 2018) and of those who decided to work in international companies (Doherty, Dickmann and Mills, 2011; Muir, Wallace and McMurray, 2014; Mahadevan and Zeh, 2015). In this case, this paper would like to enhance two facts. Most of the research was conducted in German and Nordic organisations or focusing on people who move to Germany since it is one among the ten largest countries with respect to emigration rates (Biemann and Andresen, 2010; Cao, Hirschi and Deller, 2014; Nasholm, 2014; Guðmundsdóttir and Lundbergsdóttir, 2016; Suutari *et al.*, 2018). This paper aims to see the conceptual model and research method' suggestion implemented in different contextual settings to compare different realities.

1.2 Sample and Methodologies

Considering samples, this paper concludes that most of the studies have a higher number of male participants comparing to female ones (Vance, 2005; Cerdin and Pargneux, 2010; Luring and Selmer, 2013; Alshahrani and Morley, 2015; Vijayakumar and Cunningham, 2016; Baruch and Forstenlechner, 2017; Tang, Chang and Cheng, 2017; Agha-Alikhani, 2018; Ridgway and Robson, 2018). This confirms our previous research about gender differences in international assignments. On the other hand, when many of the participants are women, those studies were conducted just with women

(Muir, Wallace and McMurray, 2014; Valk, van Engen and van der Velde, 2014; R. S. den Bergh and Plessis, 2016; Wechtler, 2018).

From the analysis of the samples, the conclusion is that individuals were researched mostly by online questionnaires and the most important characteristics presented are those relating with socio-demographic aspects like age, marital status, gender, educational background, and nationality. Moreover, when studying SIEs, questions about profession and time spent abroad on international assignments are frequent (Nolan and Morley, 2014; Richardson and McKenna, 2014; Andresen, 2015; McKenna and Richardson, 2016; Ballesteros-Leiva, Poilpot-Rocaboy and St-Onge, 2017; Fu *et al.*, 2017; Furusawa and Brewster, 2018).

This article would like to enhance the quantity of information that is presented which helps to conduct future researches and design new methods. Moreover, the clarity of information offered confirms that the definition of SIEs continues to be a sensible point, because while some researchers can distinguish it from other forms of international mobility (e.g. (Hussain and Deery, 2018; Luring and Selmer, 2018), others cannot (e.g. (Andresen *et al.*, 2014; Selmer *et al.*, 2015)). When including individuals who are SIEs and those who are not, different definitions appear for the same construct such as assigned-expatriates, company-expatriates, and organisational-expatriates which all define people who go on international assignments backed up by an organisation (Alshahrani and Morley, 2015; Cerdin and Selmer, 2014; Luring and Selmer, 2018).

Considering methodologies applied, both quantitative and qualitative methods are used. The qualitative one is most used with interviews, namely semi-structured conducted face-to-face or via the internet (Al Ariss, 2010; Selmer *et al.*, 2015; Makkonen, 2016, 2017; Agha-Alikhani, 2018; Ridgway and Robson, 2018). The quantitative method most used was online questionnaire administered via web-based survey package, sent to organisations (Selmer and Luring, 2010, 2014; Doherty, Dickmann and Mills, 2011; Luring and Selmer, 2013; Andresen, 2015; Andresen, Biemann and Pattie, 2015; Selmer *et al.*, 2018). Enhance that in all the articles, only one mentioned the use of the focus group method (Zhang and Rienties, 2017). However, the use of focus groups could be helpful in future researches since it could help to dismiss questions relating to gender differences. Moreover, ideas of internal marketing practices and how to implement it could emerge through a focus group of marketing department managers, since it promotes direct interaction and has the goal to make participants feel comfortable and share their feelings and ideas on the topic (Malhotra and Birks, 2007).

2. Variables and hypotheses

In this section, a description of the variables used to build the conceptual maps as well as the hypothesis developed is presented. The hypotheses were developed considering the papers about SIEs' adjustment and fit, as well as the most cited articles by SIEs' researchers on their works.

2.1 Adjustment

In general terms, adjustment can be defined as the adaptation of an individual to a new environment, considering social structures and processes (Black and Mendenhall, 1991; Black and Stephens, 1989; Haslberger, 2010) and it is one of the most significant topics on expatriate research (Selmer and Luring, 2016). For this research, adjustment is suggested to be studied through 3 variables, namely work, cross-cultural and interaction adjustment since are the ones who help to explain an individual' adjustment better and are more common in the literature (Haslberger, 2010; Cao, Hirschi and Deller, 2013; Selmer and Luring, 2014; Fu *et al.*, 2017; Tang, Chang and Cheng, 2017). Moreover, the study of SIEs' adjustment is essential to analyse since it depends on the motives to go abroad, which are mainly personal and cannot be explained by the use of cultural distance measures (Agha-Alikhani, 2018). The move between countries will impact an individual's life since there is a necessity to re-organise the self and adapt to the changes of a new culture (Farcas and Gonçalves, 2019). Also, since SIEs depend mainly on themselves the emotional challenge to adjust to a new country is even higher (Harry, Dodd and Chinyamurindi, 2019). The study of the adjustment is essential “because of three basic human needs: the need for predictableness and order (sense-making), need for recognition and to be accepted (interactions), and need for authority and status (achievement of job objectives)” (Harry, Dodd and Chinyamurindi, 2019).

a. Work adjustment

From a simplified point of view, work adjustment can be understood as the extent an individual feels comfortable about the work, considering an experimental period of time in which a person learns what is expected from the job and how to achieve those expectations (Black and Stephens, 1989; Farcas and Gonçalves, 2019; Tang et al., 2017; Vijayakumar and Cunningham, 2016). Moreover, it relates to the specifics of the work-task (Selmer and Luring, 2016). Since SIEs differ from OEs by the fact of not being backed up by an organisation, this new learning process is expected to be different for

both groups of individuals (Cerdin and Pargneux, 2010; Isakovic and Whitman, 2013).

This way the paper suggests that:

H1: Work adjustment has a positive impact on SIEs.

H2: Work adjustment has a positive impact on OEs.

b. Cross-cultural adjustment

The cross-cultural adjustment can be defined as the extent an individual relates with the host-country culture and learns to live and work on the foreign culture (Cao, Hirschi and Deller, 2013; Vijayakumar and Cunningham, 2016). This type of adjustment is known as having stages, defined by the so-called U-Curve of cross-cultural adjustment, relating with the cultural shock an individual suffers when moving to a new culture (Black and Mendenhall, 1991). When arriving in a new country, the person is faced with different customs, and the behaviour that will shape the adjustment depends on personal factors (Selmer and Luring, 2016). Because the SIEs make choices based on an individual basis, the stages can differ from person to person, and it is not "a unitary phenomenon" (Black and Mendenhall, 1991; Black and Stephens, 1989; Selmer and Luring, 2016). That is why the following hypothesis was developed:

H3: Cross-cultural adjustment has a positive impact on SIEs.

H4: Cross-cultural adjustment has a positive impact on OEs.

c. Interaction adjustment

Lastly, interaction adjustment relates to the extent an individual can interact with the host nationals, speak with them and create a daily basis routine (Cao, Hirschi and Deller, 2013; Selmer and Luring, 2014). An individual aim to be able to establish relationships with host nationals (Farcas and Gonçalves, 2019). The fact of being or not being backed up by an organisation will influence the way an individual learns to deal with the host nationals, considering preparation or not for the international assignment (Peltokorpi and Froese, 2009; Al Ariss, 2010). Because of this, the paper suggests:

H5: Interaction adjustment has a positive impact on SIEs.

H6: Interaction adjustment has a positive impact on OEs.

2.2 Fit

From another point of view, the adjustment of an individual can be analysed by the person-environment fit theory which helps to explain the relationship between an individual and the environment in which they find themselves working (Nolan and Morley, 2014; Harry, Dodd and Chinyamurindi, 2019). The fit is critical to analyse in both SIEs and OEs, but especially among the first ones since are the most changeable

element (Lauring and Selmer, 2018). Also, the fit between an individual's characteristics and the environment will help to achieve better performance (Harry, Dodd and Chinyamurindi, 2019). To the purpose of this paper, fit can be defined as the congruence on an individual's characteristics with the job, cultural and organisational environment (Nolan and Morley, 2014; Lauring and Selmer, 2018).

a. Job Fit

Job fit can be defined as the judgment of the match between an employee's skills and the demands of a job, considering the attitude of an individual towards the acquisition of the job (Cable and DeRue, 2002; Makkonen, 2015b; Harry, Dodd and Chinyamurindi, 2019). The job fit is considered the primary conception of fit, since the employers always tried to match their employees to the tasks, over the years (Saks and Ashforth, 1997). Considering this, depending on the type of work and on the individual's career anchors, they will adapt differently to the job (Cerdin and Pargneux, 2010). Since the SIEs are mostly motivated by personal motives and are not backed up by an organisation, they need to adapt not just to a new country but also to a new job (Nolan and Morley, 2014). However, it is suggested that SIEs' performance and adaptation to a job tend to be higher, comparing to OEs, even though these tend to change their position due to new offers more often than SIEs (Makkonen, 2015a; Suutari *et al.*, 2018). Thus, this paper assumes that:

H8: Job fit has a positive impact on SIEs.

H9: Job fit has a positive impact on OEs.

b. Culture Fit

Culture fit is defined as the match between individual expectations and the adaptation to the new culture in terms of language skills and cultural understanding (Makkonen, 2015a, 2015b). Depending on the organisation and the host-country culture, companies will differently choose their staff (Makkonen, 2015a). Due to that, it exists the necessity to understand the context in which an individual will perform (Altman and Baruch, 2012). Even though their employers prepare OEs to the international assignment and adaptation to the host country's culture, SIEs depend more of themselves and have to be the ones preparing this adaptation (Makkonen, 2017; Myers, Inkson and Pringle, 2017). To do that, SIEs can research on the internet, reading about the new culture, create informal networks of support and interact with the natives daily (Despotovic, Hutchings and Mcphail, 2015). The following hypotheses were developed:

H10: Culture fit has a positive impact on SIEs.

H11: Culture fit has a positive impact on OEs.

c. Organisation fit

Due to the evolution of the world, there is a necessity to associate the employees and their beliefs and values with the organisational' values and norms (Saks and Ashforth, 1997). The organisational fit refers to the matching of an employee's values with the corporate culture and the rest of the employees (Cable and DeRue, 2002). This organisational fit depends on the set of values of an organisation and how an individual adapts to it (Nolan and Morley, 2014). When this fit is achieved, it creates a particular "group" of people who share the same beliefs and whose members actively participate in achieving organisational success (Nolan and Morley, 2014). In the literature, SIEs were considered to have a great fit with the organisations even though OEs are considered a less risky staff (Makkonen, 2015a). The establishment of this fit is essential because it leads to stronger job embeddedness and individuals who want to actively participate in organisational decisions (Andresen, 2015). In the literature, it is suggested that the institutional context will impact the expatriate acculturation process, depending on the degree of internationalisation (Selmer *et al.*, 2015). Due to this, this paper suggests:

H12: Organisation fit has a positive impact on SIEs.

H13: Organisation fit has a positive impact on SIEs.

2.3 SIEs and OEs

Even though the research has been focusing on the development of a definition of what it means to be a SIE, it still exists confusion between this concept and other forms of mobility (Haak-Saheem and Brewster, 2017). The main topic of controversy on the expatriate research area has been the definition of the differences between SIEs and OEs, since the first ones represent the vast majority of expatriates but with different motives from OEs (Al Ariss, 2010; Tharenou, 2013; Cerdin and Selmer, 2014; Farcas and Gonçalves, 2019; Lindsay, Sharma and Rashad, 2019). Although much research has been done to distinguish SIEs and OEs, the criteria used to do so are not consistent (Hajro *et al.*, 2019). The main difference between these two forms of mobility is that SIEs are the ones who seek for a new job on their own and OEs were sent by the employer (Alshahrani and Morley, 2015; Suutari *et al.*, 2018; Farcas and Gonçalves, 2019; Harry, Dodd and Chinyamurindi, 2019). Due to this, SIEs tend to face more difficulties than OEs (Harry, Dodd and Chinyamurindi, 2019). SIEs are individuals

motivated by personal motives of gaining new experiences, following an individual approach and associated with high mobility, while OEs are individuals who are sent by an employer, following the organisation path and depending on it (Makkonen, 2017; Myers, Inkson and Pringle, 2017; Zhang and Rienties, 2017). Moreover, SIEs and OEs differ in the duration of stay (Hajro *et al.*, 2019). Because of this challenging distinction to make there have been authors who defined criteria to define SIEs such as choice, information search, personal learning, need for adventure, need of recognition, escape from the current life, among others (Alshahrani and Morley, 2015; Despotovic, Hutchings and Mcphail, 2015; Glassock and Fee, 2015). In one hand SIEs choose this career path for personal growth. OEs are sent in international assignments to acquire new skills that can improve their organisations (Alshahrani and Morley, 2015). What is notorious is that becoming a SIE is a new trend, especially from western countries, due to difficulties in home countries and the desire of the youth to know more (Cerdin and Selmer, 2014). Moreover, SIEs tend to be an attractive resource for organisations since they are less expensive, more accessible, more flexible and adapt more easily (Harry, Dodd and Chinyamurindi, 2019).

Considering the previous mentioned, there are aspects in which that SIEs and OEs can converge, but in its definition, they are genuinely different. SIEs move by personal reasons, they are inspired by more than financial gains and fund their transfers while OEs are sent abroad by their organisations, are motivated mainly by economic reasons since they are dependent on the organisational goal accomplishment and are financially backed up by it (Despotovic, Hutchings and Mcphail, 2015; Glassock and Fee, 2015). The framework purposed aim to study the differences between these two groups, since it is suggested that these different groups of individuals do not exist, because the expatriate careers develop depending of a sequence of decisions taken and rejected along the process in order to gain more knowledge and at the same time feel at home in other geographical spaces (Alshahrani and Morley, 2015; McNulty and Vance, 2017). This contradiction between authors made it possible to develop the following hypothesis:

H7: SIEs can turn into OEs.

2.4 Perceived organizational support

Internal marketing is a newly emerging research area on marketing, focusing on the consumer and employees of an organisation from a relationship perspective (Egan,

2011, page 16). For this paper, internal marketing will be treated as the perceived organisational support (POS), since the aim is to study internal marketing from a corporate perspective since companies need to create new inclusive environments for the employees (Hajro *et al.*, 2019). Internal marketing relates to the extent an organisation believes on their employees and aims to establish a relationship with them through staff meetings, listening to different points of views, meeting employees needs and frequent contact between managers and employees to make them more satisfied (Tang, Chang and Cheng, 2017). POS is defined as the degree to which employees believe that their employers value and care about them (Chen and Shaffer, 2017). So, in this optic, internal marketing theory suggests that POS can help to attract and retain talent if the company has regular staff appraisal in which people discuss what employees want and managers actively interact with the employees to find out how to make them more satisfied (Tang, Chang and Cheng, 2017).

In the constantly changing business world, there is a war for brain talent and the ideal employee is the one considered has had the skills to fit the necessities of the host-country (Tung, 2016; Makkonen, 2017). The paper assumes that the perceived organisational support can contribute to the turning of a SIE into an OE, as a way of retaining the talent. However, contrary to OEs, SIEs struggle more to adapt to a new country, culture, and job since depending on themselves (Cao, Hirschi and Deller, 2014). Companies can give support, (e.g., social, psychological) to reduce the sense of insecurity of these individuals and to act as a way to attract them (Clark and Altman, 2016; Egilsson and Dolles, 2017). This paper aims to understand if the POS will impact the turning of a SIE into an OE since the relationship between these two contexts should be studied as suggested in the literature (Cao, Hirschi and Deller, 2014; Tang, Chang and Cheng, 2017). Depending on the support giving by an organisation an individual can change the motivations and turn into an organisational expatriate (Al Ariss, 2010; Doherty, Dickmann and Mills, 2011). A human resource management perspective could manage this support. However, as SIEs are a new emerging workforce (Doherty, 2013), this research believes that a new and innovative way to manage this talent should be developed, through internal marketing.

Moreover, as mentioned in the previous work, there is a clear gap in the study of the role internal marketing has on SIEs' management. Considering the turning of SIEs into OEs, it is expected that perceived organisational support to act as a moderator (Tang, Chang and Cheng, 2017). Therefore, this paper suggests that:

H14: Perceived organizational support will moderate the turning of SIEs into OEs.

Control variables

As control variables, the ones who are the most used by researchers are gender, professional occupation, educational background, age, marital status, nationality and time spent abroad (e. g. Ballesteros-Leiva, Poilpot-Rocaboy and St-Onge, 2017; Zhang and Rienties, 2017; Fontinha *et al.*, 2018). However, for this framework, the paper only aims to use gender, educational level, educational background, and age. These were the chosen since they are the ones who are most represented in the literature relating to adjustment and fit (Lee, 2005; Peltokorpi and Froese, 2009; Chen and Shaffer, 2017; Presbitero and Quita, 2017; Selmer *et al.*, 2018) and are still in need for further research (Makkonen, 2015b; Presbitero and Quita, 2017; Wechtler, 2018). From the articles available it is possible to expect that these variables will help to mediate the causal relationship between the different types of adjustment and fit and its impact on SIEs and OEs (Alshahrani and Morley, 2015; Zhang and Rienties, 2017; Lauring and Selmer, 2018).

This research avenue was decided due to the need for more gender studies since it is assumed that women face additional difficulties in international assignments, but there is no evidence of that since most of the studies focus on male samples (Haslberger, 2010). Also, the study of mediators such as educational level and the background will help to understand if SIEs are the highly skilled migrants (Lee, 2005; Peiperl, Levy and Sorell, 2014; Glassock and Fee, 2015; Mahadevan and Zeh, 2015) comparing to OEs. Finally, age will allow knowing if this type of workers is more common among the youngest or the oldest, which will help to identify and define if this is a new career path since it is suggested that SIEs tend to be younger than OEs (Farcas and Gonçalves, 2019).

3. Conceptual model

On this section, you can find the conceptual model this paper suggests from the development of the previous hypotheses.

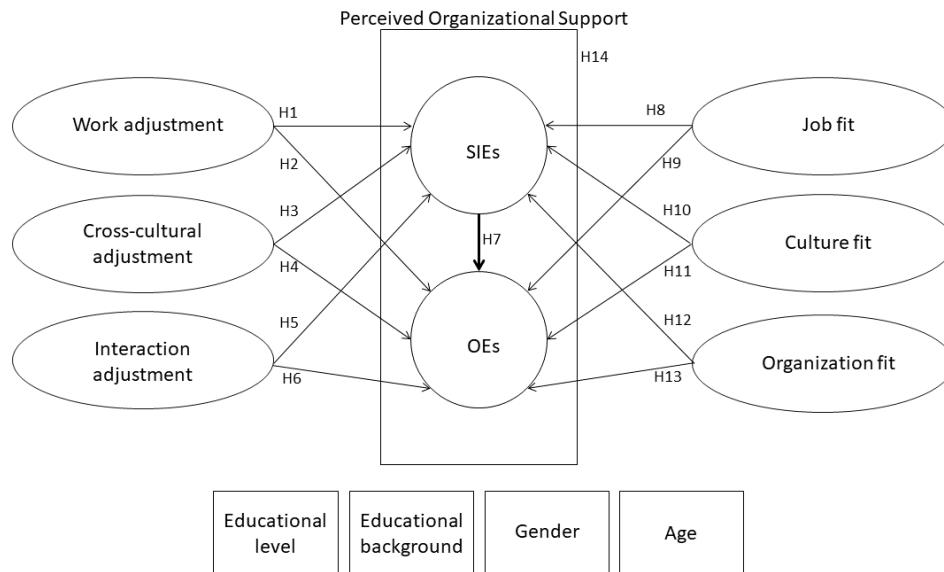


Figure 2 – Conceptual Model

4. Research Metrics

On this section, this paper suggests metrics to a research tool that can be used as a questionnaire in different contexts, namely in multinationals. Its application in different cultural and organisational contexts could help to understand how SIEs are treated worldwide as well as how gender issues are being managed.

Construct	Metrics	Authors
Work Adjustment	How adjusted are you to your job responsibilities? How adjusted are you to speaking with your supervisors? How adjusted are you to speaking with your co-workers? How adjusted are you to your performance standards and expectations? (7-point Likert scale)	(Black, 1988; Black and Stephens, 1989; Black, J. Stewart Mendenhall, 1991)
Cross-cultural Adjustment	How adjusted are you to the host-country food? How adjusted are you to the weather in the host country? How adjusted are you to generally living in the host country? How adjusted are you to the health care facilities in the host country? How adjusted are you to the entertainment available in the host country?	(Black, 1988; Black and Stephens, 1989; Black, J. Stewart Mendenhall, 1991)

	<p>How adjusted are you to the living cost in the host country?</p> <p>(7-point Likert scale)</p>	
Interaction Adjustment	<p>How adjusted are you to working with host-country co-workers?</p> <p>How adjusted are you to interact with host nationals outside your company?</p> <p>How adjusted are you to speaking with host nationals?</p> <p>How adjusted are you to socializing with host nationals in general?</p> <p>How adjusted are you to interact with host nationals on a day-to-day basis?</p> <p>How adjusted are you to shopping in the host country?</p> <p>(7-point Likert scale)</p>	<p>(Black, 1988; Black and Stephens, 1989; Black, J. Stewart Mendenhall, 1991)</p>
Job Fit	<p>To what extent does your new job measure up to the kind of job you were seeking?</p> <p>To what extent do your knowledge, skills, and abilities match the requirements of the job?</p> <p>To what extent does the job fulfil your needs?</p> <p>To what extent is the job a good match for you?</p> <p>To what extent does the job enable you to do the kind of work you want to do?</p> <p>(5-point Likert Scale)</p>	<p>(Nolan and Morley, 2014; Saks and Ashforth, 1997)</p>
Culture Fit	<p>To what extent are you able to speak the host-country language?</p> <p>To what extent are you able to create an everyday routine?</p> <p>(5-point Likert Scale)</p>	<p>(Saks and Ashforth, 1997; Luring and Selmer, 2018)</p>
Organisation Fit	<p>To what extent does your new organisation measure up to the kind of organisation you were seeking?</p> <p>To what extent are the values of the organisation like your values?</p> <p>To what extent does your personality match the personality or image of the organisation?</p> <p>To what extent does the organisation fulfil your needs?</p> <p>To what extent is the organisation a good match for you?</p>	<p>(Saks and Ashforth, 1997; Cable and DeRue, 2002)</p>

	(5-point Likert Scale)	
SIEs	Did you decided to undertake an international assignment on your own or were you send by an organisation?	(Froese and Peltokorpi, 2013; Tharenou, 2013; Cerdin and Selmer, 2014)
OE s		
Perceived Organizational Support	<p>The company has regular staff appraisals in which people discuss what employees want</p> <p>Managers formally and directly interact with employees to find out how to make employees more satisfied</p> <p>Help is available within my company whenever I have questions or concerns about living in a foreign country</p> <p>My company keeps me informed about career opportunities available within the company</p> <p>The company strongly considers my goals and values</p> <p>The company is willing to help me when I need a special favour</p> <p>When I think of my career development in this organization, the organization promotes adequate support to develop my career</p> <p>(7-point Likert scale)</p>	(Showail, Parks and Smith, 2013; Cao, Hirschi and Deller, 2014; Tang, Chang and Cheng, 2017; Fontinha <i>et al.</i> , 2018)
Educational Level	What is your educational degree?	(Al Ariss and Syed, 2011; Cao, Hirschi and Deller, 2013; Peiperl, Levy and Sorell, 2014; Vance and McNulty, 2014)
Educational Background	What is your educational field?	(Vance, 2005)
Gender	Are you male or female?	(Selmer and Luring, 2010, 2011b; Doherty, Richardson and Thorn, 2013; Vijayakumar

		and Cunningham, 2016; Presbitero and Quita, 2017; Zhang and Rienties, 2017)
Age	How old were you on your last birthday?	(Selmer and Lauring, 2010, 2014, 2016; Zhang and Rienties, 2017; Selmer <i>et al.</i> , 2018)

Table 2 - Metrics

5. Conclusion

The main goal of this paper was the development of a new approach to study SIEs based on internal marketing dimensions, namely the organisational one. Moreover, the paper aims to be implemented focusing on a gender perspective in different contexts, since it is suggested that studies comparing gender and concentrate on women as expatriates are still scarce (Haslberger, 2010; Bullough, Moore and Kalafatoglu, 2017). With the development of the conceptual model and the suggestions for a research tool, this paper desires to has application in different contexts to understand global mobility. In terms of social implications, the model will help to understand the ways people can manage their careers and that are various career paths that individuals can choose. Moreover, for researchers, it allows future research, namely in the marketing area. Also, considering the possibility of SIEs to turn into OEs, the model can help to fully understand if the differences between these two groups are divergent or have points in common to try to define criteria that distinguish them both.

Considering practical implications, this study would like to distinguish it in two groups – organisations and individuals who decide to become SIEs. In organisational terms, the study made it possible to reinforce that managers need to connect more with their employees' needs and wants and need to learn how to manage diverse workforces. Moreover, Portuguese organisations could allow more contact from the academic world since it would help to clarify doubts, not only in theoretical aspects but also in practice to improve human talent management. Also, organisations who are interested in this type of workers need to understand what the challenges to fit the country are to give support and help achieve a successful adjustment and fit, to the new culture and

organisation. Considering the individuals who decide to become SIEs, they need to be fully aware that this is not an easy career path since it relies mostly on their character and willingness to move abroad. Additionally, the way they adjust and fit a new country and its culture can impact their organisation choice. From this, it is possible to conclude that individuals who choose this career path need to understand its difficulties and have an open mind to interact in new cultures.

Concluding, this study offers a new conceptual approach with a new research area that gives space for researchers to use different and innovative paths. Marketing is often considered a non-scientific research area. However, its importance in today's world since it is more and more recognised and, in this way, more studies are needed.

Conclusions

Globalisation has been changing the paradigm of the term business and the way of negotiating. The barriers are broken everywhere and with this the free of movement of goods, goods and people gains more and more value. The mobility of workers becomes natural and fundamental as a way of filling the gap and the lack of resources of the companies in an internationalisation. The success of companies' internationalisation is largely based on the success of expatriate workers. Understanding how expatriates adapt to a new reality is a key aspect for adjustment at different levels is, namely in terms of their integration into society and organisational performance was the main objective of this thesis. The main goal was to develop a theoretical framework and metrics to implement in different cultural contexts. This practical application would help to improve theoretical support on the field as well to understand how human mobility is being managed worldwide.

In the first essay that is presented on Chapter 2, the work aimed to develop a systematic literature review of all the articles available on the theme to understand state of the art as well as the existing gaps on the literature. This research helped comprehend that a new research avenue was possible – the one who relates the management of SIEs and internal marketing as a tool to manage them.

For the second essay, presented in Chapter 3, the development of a theoretical framework and metrics to implement it was the goal. This made it clear that there is not enough theoretical support to understand SIEs in different organisational and cultural settings. In this way, the implementation of the framework proposed would not only help to understand global mobility but also how organisations can improve their human resource talent management.

This thesis makes essential contributions to the organisational and the academic field. For the organisations, it introduces a new way to attract and retain modern workforces. With the implementation of a questionnaire with the metrics presented organisations could understand their different type of workers and adjust management strategies.

For academics, it gives the possibility to test a model in different cultural and organisational contexts to deeply understand global mobility. Also, testing gender as a control variable makes it possible to develop studies based on gender that are in need. Moreover, with the development of the two essays, it was clear that this is a new research area that gives space for researchers to think outside the box and analyse the theme form

different perspectives.

The main limitation of this thesis is the lack of implementation of the theoretical framework proposed. The idea is to implement it in different contexts by diverse authors to produce comparison studies. As mostly mentioned in the literature, to apply the framework, there is the need to analyse cultural aspects. The cultural aspects are important to consider since they tend to impact the management of global talent (Hofstede, 1984). Concluding, since SIEs are individuals who choose this career path by themselves which turns them into unpredictable people (Hussain and Deery, 2018), companies need to be aware of what they can change to adapt to them; also, academics need to develop this area to end the confusion between different forms of global mobility. Both world, academic and business, together could work to achieve success for both parties. Moreover, considering internal marketing as a management tool, this thesis places marketing not as a fundamental tool to achieve competitive advantage in today's world also helping the development of theory on this area.

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